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ADAPTATION AND
IMPLEMENTATION OF HRM
STRATEGIES AND PROCESSES OF
ANOTHER CULTURE IN A
RUSSIAN COMPANY

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DESCRIPTION

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Abstract <p>Experience of adaptation and implementation of foreign management models in the functioning of the national companies exists in many countries. The interest of Russian managers in foreign management methods is quite high. The use of foreign experience in Russian companies is associated with the complexity of communication between people with different cultural backgrounds. As a result, cultural differences play an important role in communication between employees, and they directly affect the efficiency of the company.</p> <p>Present study is aiming at defining readiness of the personnel of the Autobiography Company to adjust to a new work environment, which will appear after the implementation of Japanese HRM strategies and processes in a Russian company.</p> <p>The theoretical framework of the thesis covers different aspects of intercultural human resource management, starting from the basics of HRM, continuing with principles of intercultural HRM, and ending with guidelines for overcoming cultural differences. The empirical part of the present research contains some theoretical framework concerning the research process with the combination of what was done by the researcher, the results that were obtained during research, and the conclusions on the basis of the findings. Appendices contain two questionnaires in Russian and English languages, frequency tables, and the tables of means of the answers of the respondents.</p> <p>Quantitative research approach (questionnaire) was used in the present study for collecting relevant data for the research. 37 responses of middle-level managers were collected. Based on the research results, the employees of the Autobiography Company are ready for significant changes in the management system of the company. One of the strengths of the Autobiography Company is the employees' overall satisfaction relating working conditions in the company. Still, there was need from the company management side to educate members of the personnel more about the culture they will face up, as the findings had shown that employees were not much aware of the Japanese culture.</p>		
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1 INTRODUCTION

Human resource management is a function inside the organization that deals with many things, for instance, hiring, training and motivating employees; organizational performance; protection; rewards; reimbursement and so on. However, the main responsibility of the human resource management is managing and directing people of the company in the correct way in order the company works efficiently.

There are several tools that are used by human resource managers in order to reach desired goals of a company, for instance, strategic human resource management and human resource management policy. Both managerial instruments are widely used and have important roles in the whole structure of an organization. More detailed information on such issues is presented in one of the main chapters of the present report.

There are many aspects that influence a company's human resource management, when doing business with foreign cultures. All these aspects should be taken into account by the human resource managers, first of all, and then managers should plan and implement clear directions for the employees which will help them to adapt to the cultural differences of their colleagues, and possible changes in the management style of the company as a whole. Sometime later, managers should evaluate the outcome of the modifications and make further decisions based on the gained experience.

The target organization of the present study is Autobiography Company that has been an official dealer of Land Rover, Range Rover, Jaguar and Volvo cars in Saint-Petersburg (Russia) since 2006. The main activities of Autobiography Company consist of retailing new cars, providing technical and body service for cars, and retailing second-hand cars (Trade-IN). The overall amount of employees is 423 persons. During its existence on the market, Autobiography Company has become one of the leaders on the automotive market of Saint-Petersburg; and the evidence for this is several awards that were gained by the Autobiography Company, including "The best service dealer of Jaguar cars in Russia" (2007), "The best service dealer of Land Rover cars in Russia" (2007), "The best service dealer of Land Rover cars in Russia" (2008), "The best dealer of Jaguar cars in Russia" (2008).

The current chief executive officer (CEO) of the target company is very concerned with implementing innovations and foreign experience in the company he leads. The CEO had spent several years working in one European company and faced up with Japanese management style there, so he is aware of this system. Already now the Japanese type of career building in the company (going through all levels of the company, starting from very low in order to get to the top management) is implemented in the Autobiography Company and it works well. Top managers together with the CEO of the company are interested in further applying foreign companies' experiences and improving the management system of Autobiography Company.

The main objective of this study is to define preparedness of the personnel of the target company to adjust to a new work environment, which will appear after implementation of Japanese HRM strategies and processes in a Russian company, and overcome cultural resistance.

On the basis of the objective of the study two research questions were formulated. The first research question is *“what is the current situation with the management system in the target company by the respondents' view?”* The second research question is *“is the personnel ready for significant changes in the management style of the company?”*.

The report consists of five chapters. After this *Introduction* the theoretical framework is presented in *Intercultural human resource management* chapter. Next, the description of the progress of the research together with the theoretical framework of the chosen research approach is introduced in the chapter *Research process*. Then the empirical part of the thesis is introduced in the chapter called *Results*. The fifth chapter of the report is *Discussion and conclusions*, which deals with answers to the research questions, validity of the study and recommendations on further studies.

2 INTERCULTURAL HUMAN RESOURCE MANAGEMENT

Already for decades there has been a discussion of intercultural human resource management issues. Various views, findings and thoughts about this subject were introduced by different researchers, and some of their ideas are presented in this study. The structure of the organization defines which tasks are considered to be done by exact

employees in different departments of the company. Organizational structure forms the internal environment of communication between employees and also groups them inside the company. (Child 1977, 3-4.) There are several types of structural forms for domestic firms, which are: product-based divisionalization, matrix organization, functional departmentalization, and geographical divisionalization. Various forms are supposed to be connected with different internal and external factors, business strategy and organizational growth. (Randolph & Dess 1984, 115.)

Every structural form encounters obstacles that have a repercussion for human resource management. Van Sluijs et al (1991) asserted that human resource management has been formed within the context of organizations that are departmentalized functionally, in the traditional way of managing people that has a focus on selection, training, appraisals on achievements, and compensation in particular employment. (Jackson & Schuler 1995, 244-245.)

Furthermore, HRM (human resource management) assumes hierarchy in controlling. When an organization is built (rebuilt) on the basis of teamwork, different kinds of consequences for human resource management may appear. For instance, Klimoski & Jones (1995) assert that such companies with team-based orientation should use new methodologies in job analyzing, recruitment, and assessment. At the same time, Jackson et al (1995) claim that larger dependence on teamwork has been an important component in creating much anxiety about human resource management consequences of work labor multiplicity. (Jackson & Schuler 1995, 246-247.) The influence of the human resource management structure is clearly seen in debates of international companies or joint ventures. Structural forms of the organizations that work spread around the globe are as follows: global, international, multinational, and transnational. (Phatak 1992, 138.)

Structural forms present various solutions to the issues like integration, risk management, uncertainty avoidance and so on in the international business environment, and each of them has an impact on human resource management. According to Laurent (1986), the main severeness is using human resource management in the way of tying globally spread departments and adapting them to the cultures and societies of the host countries. The same issues should have the solution in the case when companies from different countries cooperate in joint ventures. (Jackson & Schuler 1995, 248.)

2.1 Human resource management strategies

Because of different influences on human resource management, there is a need in HRM strategies to cope with the consequences of the pressures. There are lots of different types for categorizing business strategies that are used by companies, but there are two that are quite popular in the sense of human resource management, and they were introduced by Porter (1980) and Miles & Snow (1978). Miles and Snow have divided organizations into three types: prospectors, analyzers, and defenders. Prospectors energetically search for new markets and intend to grow. Analyzers, as well as prospectors, are willing to grow, but in a more comfortable and stable way. Defenders want to save their positions on the market, not to enter new products on the market, but to increase the amount of produced goods and at a low cost. These strategic positions of the organizations have an impact on the labor force and its turnover. Defenders are more interested in training their current employees rather than recruiting people from the external environment. For this reason, appraisals on achievements are used for development but not for evaluating. While prospectors have the opposite way of doing business, they are more interested in recruiting new employees and using achievement appraisals outcome for evaluation than for development. (Jackson & Schuler 1995, 247-248.)

Competitive strategies of Porter (1985) are exercised in the companies that emulate with others based on product variety, market direction and leadership value. In the case study, Johnson et al (1989) comment that salary rates were strongly dependent on the strategies that a company used. Jackson et al (1989) agreed with Schuler & Jackson (1987) in the question of using a behavior perspective for describing potential human resource management cost diminution, quality increasing strategies and innovations. Any innovative strategy involves risk taking and ability not to give up after failure. In such kind of companies, which use this strategy, human resource management should be able to encourage long term orientation and give the feeling of security and freedom to its employees. Also Peck (1994) maintains this idea. Cowherd & Levine (1992) have found that equal pay systems are connected to a higher product adaptability. (Jackson & Schuler 1995, 247-248.)

2.2 Human resource management policy development

Efficient performance requires innovative strategies, which is strongly connected with the development of the HRM policy as a whole. The performance of the organization appears from the context and carrying out of human resource management policy. This tool is used for improving motivation, skills and knowledge of the employees. Delaney et al (1996) commented that the effective and modern HRM policy can decrease the turnover of employees. Delaney et al (1996) discussed different aspects of the performance of the organization and HRM policy, and found out efficient human resource management actions, like selection, training, salary and reward based on motivation have a positive impact on the performance of the organization. (Ali & Camp 1996, 5-18.)

HRM policy has an important role in managing people. Policy, which contributes accomplishment of organizational goals throughout providing clear instructions for decision-making (managers) and expectations (personnel), in the end issues in more productivity and less organizational concerns. Human resource management policy is a crucial part of strategic planning. The policy that encourages people to “live” within the company is considered to be effective HRM policy. (<http://www.excelierconsulting.com/excelier/hrm.htm>. [referred 8.8.2011].)

2.3 Influence of culture on strategic human resource management

HRM of the company can be strongly affected by cultural differences, and in order to avoid possible negative outcomes, HR managers should be aware of them. Human resource management is the combination of skills, efforts, knowledge and abilities that people apply to the company they work in, and this helps these activities to exist and develop, stated Leopold et al (1999). Also Storey (1995) declared that it is quite difficult to define strategic human resource management, but in general SHRM is considered as a distinguishing way of managing people that intends to reach competitive advantage with the help of well-educated and motivated labor force. Fundamentally, strategic human resource management is apprenticeship that has a stress on motivation and responsibility of employees, this means relationships based on trust and freedom in making decisions within the framework of their work duties. Successful achievement of business strategy and improvements in quality are considered to be the results

of effective strategic human resource management path, in which leadership style and culture are crucial focus points for action, Towers (1994) stated. While Porter (1997) argues that human resource management itself has its own place among 9 main activities of the organization and, furthermore, it has an important role in each of the remaining activities of the organization. Here appears a question of duality, as human resource management activity can obtain a competitive advantage, but at the same time in most cases HRM activity consents other activities to get the competitive advantage. Armstrong (1997) claims that strategic consolidation is a significant requirement in rendering correspondence between human resource strategy and business in the way that a strategy encourages the obtainment of the business. The outcome of human resource strategy exploitation brings the competitive advantage throughout active consolidation of personnel with business goals, creative thinking, development of skills and capabilities, and innovation stimulation. (Appleby & Mavin 2000, 555.)

Hall (2009) had presented two opposite types of cultures: high-context and low-context. The detailed differences between these two types are presented below. (Table 1.) In high-context cultures there are many hints (non-verbal communication, body language, for instance) that help people to understand the context of what was said, for instance. While in low-context cultures, there are very little hints shown, which means that there is a demand for further explanation in order to avoid misunderstanding and possible problems concerning that. (Hall 1976, 115-117.) Both the Japanese and Russian cultures are considered to be high-context, which will somewhat simplify the process of implementation the HRM strategies of one culture to a foreign company. (<http://crossborderproject07.blogspot.com/2007/10/high-context-vs-low-context.html> [reffered: 26.10.2011].)

Research of Sackmann et al (2004) presumes that in today's international intercultural business environment managers are often faced with cultural differences that can mess up the whole management in the company. Researchers, who deal with crosscultural issues, have concentrated on analyzing cultural dimensions that were introduced by Hofstede. Prevalent value systems of people are those that were formed by them: family, education, religion, work, associations, law, government, literature, settlement. These items have an impact on mutual beliefs of people as well as on mutual culture. While the value system has an influence on people's thinking, feeling, behavior and action of institutions in the anticipated way, value dimensions represent those issues

that any society should manage with, but decisions that will be taken differ in different countries, asserts Hofstede (1983). Chow et al (1991) support the idea of cultural dimension of Hofstede, as the results of this study were introduced in 50 countries at the national level. Triandis (1982) argues that the cultural dimensions of Hofstede are significant when analyzing and reporting distinction between countries (cultures). According to Hofstede (2001), cultural dimensions are grouped into two classes: relationships among people and motivation. (<http://www.strathmore.edu/research/strategic-human-resource-mgt.pdf>. [referred 1.8.2011].)

TABLE 1. Differences of high context & low context cultures' (Hall 2009)

Factor	High context culture	Low context culture
<i>Overtmess of messages</i>	Many covert and implicit messages, with use of metaphors and reading between the lines.	Many overt and explicit messages that are simple and clear.
<i>Locus of control and attribution for failure</i>	Inner locus of control and personal acceptance for failure.	Outer locus of control and blame of others for failure.
<i>Use of non-verbal communication</i>	Much nonverbal communication.	More focus on verbal communication than body language.
<i>Expression of reaction</i>	Reserved, inward reactions.	Visible, external, outward reaction.
<i>Cohesion and separation of groups</i>	Strong distinction between ingroup and outgroup. Strong sense of family.	Flexible and open grouping patterns, changing as needed.
<i>People bonds</i>	Strong people bonds with affiliation to family and community.	Fragile bonds between people with little sense of loyalty.
<i>Level of commitment to relationships</i>	High commitment to long-term relationships. Relationship more important than task.	Low commitment to relationship. Task more important than relationship.
<i>Flexibility of time</i>	Time is open and flexible. Process is more important than product.	Time is highly organized. Product is more important than process.

The culture of the company and its internal environment formulates the direction how a company should be managed. The interrelation between human resource management and the culture of the organization can be explained in simple words. When the employees of a company understand and accept the company's culture, they are able

to select the style of behavior that meets not only the company's expectations, but also their own personalities. According to the research of Newman et al (1996), in those companies where there is conformity between human resource management and company's culture, the functioning of the company is more efficient. Moreover, in the companies, where the human resource manager applies human resource management policies to the culture of the country the company operates in, sales are bigger. Earley (1994) stated that the imbalance between HRM practices and the employees' cultural values could cause significant consequences, for instance, dissatisfaction, stress and discomfort of the employees. Concerning long lasting difficulties for employees, this will influence the organizational performance negatively. On the other hand, when HRM practices meet the cultural values of the employees, the company's performance will be on a high level. (The Impact of Culture on Human Resource Management Practices: An Empirical Research Finding in Indonesia 2009.)

2.4 Key concepts of intercultural management

In order to understand HRM in the framework of intercultural management, the key concepts of international HRM should be studied. The viability of the company lies in its culture. If there is a strong corporate culture in the company, this will encourage company personnel as well as aid to cope with various challenges at work. (Goffee & Jones 1998, 17.) Managers should be aware of four factors that may have an influence on business because of the cultural differences between countries. These factors are: localization construction, multicultural coexistence, cultural conflict, and cultural mergence. (Ali & Camp 1996, 5-18.)

The first concept is *localization construction*. Originally locating human force was the condition from the governmental institutions for multinational corporations (MNCs), in order to provide jobs for local people. Some time later several multinational corporations started to use the localization principle in order to improve and modify the corporate culture and operational structure. When a company employs host country residents, it can create its own swift market and react quite fast as host country nationals understand the market of their own country better. Kobrin (1988) comments that there is one more advantage in this way of doing business, in particular decreasing the cost for immigrants from the original country of the multinational corporation. Because of these legal and political aspects many multinational corporations employ and

train people from host countries, also integrating global strategies of the company. (Goffee & Jones 1998, 174.)

Multicultural coexistence is the second key concept, which means that there are forces that put pressure on management of multicultural corporations; these forces are global effectiveness and local responsibility. Multicultural corporations have to keep the balance between two pressures. When a company goes international, the HRM of this company faces up many difficulties, like complexity, ambiguity and the risk of new culture. Hofstede (1980) remarked that the employees of the organization should be more familiarized with the customs, culture, laws, and traditions of the host country through the sustainable human resource management system. According to the experience of some multinational corporations, differentiated corporate culture can later be adapted to the needs of multicultural management in this corporation. (Ali & Camp 1996, 5-18.)

The next concept is *cultural conflict*. This factor is dealing with issues that can occur because of the cultural differences. Multicultural corporations confront with the cultural conflicts often, because multinational corporations are the meeting points for a large amount of people from different countries; and each person has his or her own cultural background and own understanding about how things should be done. According to Adler (1999) multicultural organization is the compound of knowledge, management and working capital from various countries, but it is confronted with issues of cultural confluence. In reference to multicultural management, if the confluence of the cultures is in balance, the management can be implemented and cultural conflicts will be avoided. (Ali & Camp 1996, 5-18.)

The last but not least concept in the list of key factors is *cultural mergence*. In efficient confluence (mergence) corporate culture can be conveyed from internal to external (global) contention, but inserting innovations and updating this culture. Multinational organizations can make a confluence of various cultures, if the management of the organization is aware of and professional in intercultural coexistence and building of multinational relationships. Cowherd and Levine (1992) argue that intercultural management should be linked up with the globalization of operations of the company. Consequently, multicultural corporations intend to insert multicultural management in their HRM systems. This would not work without respecting cultural values of other

countries, as well as rising the level of cultural awareness and confluence of various cultures. (Ali & Camp 1996, 5-18.)

TABLE 2. Key concepts of the present study (created by the author of the thesis)

<i>Name</i>	<i>Definition</i>
Localization construction	Employing people from host country where the foreign company operates
Multicultural coexistence	Influences on foreign company's management by host country's culture
Cultural conflict	Awareness of existence of cultural differences between employees
Cultural mergence	Ability of company's management to interconnect several cultures

2.5 Challenges of cross-cultural management

Being aware of the key concepts of intercultural management is not enough for working efficiently in a multicultural environment, challenges might still happen. There are three kinds of conflict that were introduced by Jehn (1997): conflict based on relationship, conflict based on the task, and conflict based on the process. The first kind of conflict refers to the inconsistency of people in the group. The second kind of conflict is about the inequality of the opinion, views, suggestions, etc. The third kind is about conflicts during the process (during mutual work), which means disagreement about how things should be done. In most cases, conflicts are considered to have a negative influence on the company's performance and relationships between employees. However, according to Amason (1996), conflicts may have a positive influence on the company and its employees as during conflicts of interests of working together people, different issues and possible ways to solve the conflict are discussed, and it can lead to unbelievable results. A conflict based on relationships can be caused by the multinational cultural environment for several reasons: decrease in the quality of relationships; decrease in group integration; increase in the process of categorizing. The level of the interindividual communication is quite low because of the highly diversified groups. (Ayub & Jehn 2006, 184-185.)

Conflict that is based on a task appears because of the different cultural backgrounds of the team members, their views and opinions. The interesting fact is that the more the working group is culturally diversified, the more possibility for the task conflict exists. A conflict based on a process can arise for several reasons: misunderstanding

based on the lack of language knowledge, misunderstanding based on stereotypes and removing from the decision-making process. (Ayub & Jehn 2006, 186-187.)

Hirano (1995) suggested a “5S” managerial model that organizes the foundation for increasing quality of all other activities on the workplace. The definition of the Japanese 5S management system is listed further (Table 3). This system has many benefits: an increased level of safety for employees and quality of their work; improvements in productivity and reliability of employees and equipment they work with, better understanding of the workplace environment, etc. (Hirano 1995, 34-38.)

TABLE 3. Names, translations and definitions of the 5S management system (applied from Hirano 1995, 35-38)

<i>No.</i>	<i>Name</i>	<i>Translation</i>	<i>Definition by the author of the thesis</i>
<i>1</i>	Seiri	Organization	Segregate all things that do not rely to the work process and abolish them.
<i>2</i>	Seiton	Orderliness	Organize all necessary tools in the correct order in the way they are easily accessible.
<i>3</i>	Seiso	Cleanliness	Keep the workplace in the clean condition.
<i>4</i>	Seiketsu	Standardized cleanup	The clean condition of the workplace should become a habit.
<i>5</i>	Shitsuke	Discipline	Constantly follow previous four steps and refine them.

Culture concept can be explained as a number of common definitions which form the mode how managers act in the business environment, Thomas (2008) assumes. It is necessary for managers to understand how they need to interact with business environment and what outcome can be from the influence of cultural differences on the organization’s personnel. Nowadays sustainable companies require a deep understanding of cultural diversity in the internal environment of the company from leaders. They need to take into account cultural background (ethics, values, traditions) of their employees and cooperate with them effectively. Obtaining skills in multicultural environment requires time, knowledge, experience, training and consciousness. Not paying enough attention to these issues may lead to misunderstandings, incorrect and ineffective management, resulting in a decrease in the company’s profit and losing position in competition. (http://findarticles.com/p/articles/mi_m3495/is_9_53/ain29460531/pg_3/?tag=content;col1 [referred: 20.09.2011].)

Disregarding cultural issues at a national stage leads to the domination of strong countries and their corporations emerge not to respect cultural variety. For this reason bewilderment and hostility increase, that influences market relationships. Authors distinguish this phase as negative, which gives the start for spreading this threat inside the organization and influences harmfully the functions and operations of the organization. The work for human resource managers here is to monitor the situation and try to find possible ways to prevent appearance of this negative situation, but leveraging cultural diversity as a powerful tool for increasing productivity and creating and improving techniques that will meet the demand of international business. (Quappe & Cantatore 2005, 1-3).

There are many items that are included in the human resource management main responsibilities; one of these is the capability to realize synergy between human resource management and intercultural factors. It works as a direction, which is in use when applying cross-cultural knowledge and promoting intercultural communication within the organization. (http://findarticles.com/p/articles/mi_m3495/[referred: 20.09.2011].)

Positive outcome of the cooperation turns on the capabilities of employees who work in cross-cultural environment. These employees need to satisfy defined conditions in order to execute everyday tasks successfully in a multinational corporation. Usually, acting in international environment is not as successful as managers want it to be. One of the main reasons of this issue is incorrect realizing of the culture of a business partner. Often this kind of situation happens, when there is a group of people, who are real professionals in their spheres, who have great conditions for work and enough time to work on a project, but in the end, the results are not so high as expected. Common understanding is not always approachable, even though people speak the same language. Habits that have historical and traditional roots might be different from country to country, but the effectiveness of common cooperation will depend on the forces that people will make in order to reach a consensus. (<http://www.leidykla.vu.lt/fileadmin/Vadyba/12-13/58-64.pdf>. [referred: 20.5.2011].)

Conflicts usually inform about possible serious obstacles in successful common work. In different meetings some unplanned things happen and the reaction on this will be spontaneous (laughing, smiling, crying, shouting, etc.), this may be considered as

weakness, fun or something else. This can cause misunderstanding as everyone in the meeting will understand this situation in his or her own way. The author stresses on the fact that such things like technology, finance and transfer of data do not depend on the location and can be easily transmitted to another environment. (<http://www.leidykla.vu.lt/fileadmin/Vadyba/12-13/58-64.pdf>. [referred: 20.5.2011].)

2.6 Comparison of the Russian and Japanese management styles

Challenges in communicating of two different cultures will, for sure, appear; but in order to identify them, it is useful to get familiar with each of these cultures. In Russia, management as itself is intended to be guided. Managers (bosses, chiefs, etc.) at different levels expect their subordinates to fulfill all tasks that managers give to them. In most companies in Russia the type of management structure is hierarchy, and employees from the lowest levels are not expected to express their opinions about how the things should be done in the organization. At the same time too many words from managers at high levels will be considered as non-effective and lacking of knowledge. Managers from the middle levels have very little influence on strategically important decisions. Nevertheless, some middle-level managers have an access to the decision-making process, but only those who have the entry to the headquarters of the company. One of the most important and popular reasons for delaying making decisions is that the issue is not yet “on the table” of the correct person in the organization or institution. Quite a popular situation occurs when a subordinate gets a task from the boss without any instructions and is expected to do this in a specific time. Lots of employees from western countries who work in Russian companies noted that there is a small initiative or no initiative at all from local Russians, while Russian employees claim that there are no unequivocal and clear proposals from the western managers. (<http://www.worldbusinessculture.com/-Management-Style.html>. [referred 7.8.2011].)

The style and structure of human resource management of the company depends on its size, location, age, industry and other components. In most cases companies are using a traditional human resource management system, but trying to change and modify it in order to meet the requirements of the market. Sometimes companies consider human resource management not as a tool for reaching efficiency of the company, but as a department where employees are considered to fill different forms and answer phone calls. (Berger, 8-9.)

Human resource management in Japan stresses the necessity of the circulation of data and information from the lowest levels of the company to the highest ones. The outcome which is brought by top management is more valuable than the one that comes from practical access. It is a normal procedure that a document is studied at the middle level first, before it will be sent to the top level for confirmation. The strong side of this type of operation is that employees (middle-level), who were intended to prepare the document for the top level bosses, were strongly involved in the process of implementation. The higher position the manager gets in the company, the more significant it is; as he is intended to be ambitionless and impartial. Otherwise this leader does not meet the requirements for being efficient in managing people. (<http://www.worldbusinessculture.com/Japanese-Management-Style.html> [referred 8.8.2011].)

The main responsibility of the Japanese manager is to create the conditions for subordinates, in which they can work and progress. If a Japanese manager wants to target it, the manager should be available at any time employees need. In response he expects that his team will inform him about all changes, challenges, development and so on. Sharing responsibility and fair relationships are a good basis for teamwork. Guidelines that are given by Japanese managers can be strange for expatriate colleagues from western countries, this may cause misunderstanding. This issue is based on different styles of communication. In Japan coded-speech is in use – the meaning of what someone said may differ from what he meant. Japanese employees are aware of this issue and will guess the real meaning and act respectively. If something is not clear, it is better to ask once again in order to avoid misunderstanding that can cause poor results or changes in relationships between people. (<http://www.worldbusinessculture.com/Japanese-Management-Style.html> [referred 8.8.2011].)

The Japanese human resource management framework has considered being a crucial success factor in the flourishing of the Japanese economy, especially in the 1980s. Nevertheless, the famous Japanese human resource management structure that was a reference for western countries now is regarded as old-fashioned and it is suffering for renovation, declares Pudenko (2005). Ballon (2006) argues that there is no need in renovating the Japanese human resource management system and it has advantages. For instance, the view of American expatriates on human resource management was

different from the view of Japanese managers. It is supposed to be a contradiction between the two constructs: regard for people and HRM development. The thought of naming the personnel of the company as “resources” (not family members) which have to be managed (not developed) goes opposite with the philosophical system of the Japanese human resource management. Nowadays the management practices of Western countries are more spread around the globe, and it has a convincing reason – the depression of the Japanese economy. Accordingly, the implementation of the Japanese human resource policies in America is supposed to be the question of the past times, while the implementation of the American human resource management practices in Japan is considered to be quite a contemporary issue. The current matter that the Japanese management faces up is adopting traditional HRM with modifications that come from foreign management systems. (Pudelko & Harzing 2009, 4-11.)

It is necessary to emphasize that the Japanese style of human resource management can be called unofficial. According to Imaoka (1985) there are no strict rules in the Japanese HRM system, but there are three general concepts: lifelong employment system, salaries based on the position in the company, and company solidarity. This kind of HRM system is considered to be the “pure” type of the Japanese HRM system. Several scientists have included a fourth element in the “pure” Japanese HRM model – public assistance and benefits of the company. Four elements of the Japanese HRM system consist of different human resource practices that support and develop the whole system of the Japanese HRM model. (Rose & Kumar 2007, 241.)

It is quite common for Japanese companies to hire people who have just graduated from the university. Japanese managers explain this by the possibility for employees to mature together with the organization and do the whole career in this organization. In this case the company supplies protection, while receiving dedication from its personnel. (Selmer 2001, 238.)

2.7 Comparison of the Russian and Japanese workplace cultures

Not only management styles are taken into account while speaking about the multicultural working environment, also workplace cultures should be taken into consideration. Russians work in teams more efficiently, when they know each other quite well. In the Russian society there is a cultural trait of character to dislike strangers, even if

they came to work on a mutual project from another department of the company, so team working can be quite challenging for everyone. It is better not to reorganize the team during working on a project; moreover, using one and the same team for solving different issues is more convenient for employees and employer, rather than organizing a new team each time before starting a new project. The leader of the team is considered to have a dominant role for decision making, allocating the responsibilities within the group and monitoring the current working process of the team members. Foreign leaders, if they want to succeed, need to be critical, fair, and keep everything under control. (<http://www.worldbusinessculture.com/Business-Teams-inRussia.html>)

The level of knowledge of the English language depends on the location of doing business. Young business people (20-30 years old) speak English fluently; moreover, some may speak several international languages at high levels, but this situation is usual for the Moscow and St. Petersburg areas. In more remote places of Russia, it can be quite difficult to find a businessman with fluent English. For expatriate business people there is a need to know in advance if there is a need for a third party (interpreter) when doing business in remote Russian cities/towns. Like in some other cultures, much attention is paid to what was said rather than what was written somewhere. A Russian believes the things, if he or she has heard them from a person he or she trusts. Also face-to-face meetings are better, because during a “live” meeting a businessman can specify all unclear things, rather than communicating in a written form. During meetings people listen to the speaker quietly with quite usual face expressions and body language. It cannot be considered as the consequences of misunderstanding or boredom, it is a cultural peculiarity of the Russians, but they are not the only nation who have this kind of behavior, as the Japanese people have quite the same way of acting during meetings. The Russians get used to think about the issue, studying all the aspects of the problem for some time before taking a decision. (<http://www.worldbusinessculture.com/Russian-Business-Communication-Style.html>[referred: 24.10.2011])

In Russian companies, meetings are organized for introducing the decision on the problem that was made earlier by the headquarters, to other participants of the decision implementation in order to give instructions to the employees of what to do, when and how. If an employee is not in the group of people who are “close” to the headquarters, the employee cannot influence the decision making process. Open de-

bates are also used in Russian companies but more in teamwork or personal meetings. Formal meetings are supposed to be well structured and planned. (<http://www.worldbusinessculture.com/Business-Meetings-in-Russia.html>[referred: 24.10.2011])

Workplace cultures in different countries are violently dissimilar. For instance, in America employees are intended to be initiative and independent in their work. One more fact about the work culture in Western countries is that employees should try to know each other as much as possible, even facts about personal lives. Unlike in western countries, in Japan employees are supposed to do work according to the regulations of the company. In the American work culture 'joking in the work places is an appropriate thing, while Japanese managers have a strict way of behaving in work places. If a worker has achieved something, he or she will act differently in different cultures: in western countries, like America, a person will share his or her feelings about the issue with the colleagues, while in Japan an employee will not share his or her problem or success with other employees. (<http://workforce-management.bestmanagementarticles.com/a-37800-the-workplace-culture-in-jobs-in-japan.aspx> [referred: 22.08.2011].)

Japanese managers consider team working targets as their own. Fair and trusted relationships between colleagues are important factors for successful cooperation. Japanese employees do not express their personal views or opinions on mutual projects; they will make only valuable comments for the project. For example, in America employees can have a project that demands working in a team, but the American culture is highly individualistic, and an American manager does not want "to be a face in the crowd of managers" in the most cases and tries to somehow distinguish his or her impact on the common project. Sometimes such traits of character like reliance and responsibility have a very low value. It happens, when people work on highly militant work places and these employees are expected to be self-dependent and pushing in doing his work. These kinds of people are straightforward and they are quite free in expressing their views, moreover, they are encouraged to do so by the companies they work in. (<http://workforce-management.bestmanagementarticles.com/a-37800-the-workplace-culture-in-jobs-in-japan.aspx> [referred: 22.08.2011].)

The conditions that a company names when a person is applying for a job are quite strict. When an applicant becomes an employee of the organization, firstly the employee spends several months of the working life doing different trainings, adapting to the company's environment and colleagues. Hopefully, an employee will do his or her whole career in his or her first place of work (company). Because of the quite close tutoring, this way of implantation new work force to the company's organization can be called "micromanagement". Managers in Japan start to work on the first line of the company by the age of 30. One more advantage of the Japanese human resource management system is that because of the fact that employees start their careers from the lowest positions of the company and through some time they go to upper positions, this avoids the possibility of younger managers "teaching" older managers, as a result, preventing possible challenges in communication. The age at which people retire in Japan is 60 years. In comparison of two work cultures (Japanese and American) there is a clear difference. In America, if an employee gets an office with a window, this is regarded as the reward for really valuable achievements for the company, but at the same time, in Japan such kind of reward will have a totally opposite meaning. If a person gets an office with a window in Japan, it means that the employee is not efficient for the organization anymore, and he or she will not be involved in responsible and important projects. (<http://workforce-management.bestmanagementarticles.com/a-37800-the-workplace-culture-in-jobs-in-japan.aspx> [referred: 22.08.2011].)

According to the research of Vecchi & Brennan (2009), quality practices differ importantly in interrelation with four cultural dimensions. In Russia, nowadays future quality schemes are affected highly by this cultural dimension. Action plans are more widely adopted and implemented. The high level of participation of Russia, as a country with high power distance, in the action projects is interpreted as the executives do not have necessary instruments for successful management. The same idea is presented Flynn & Saladin (2006) that extended usage of quality schemes can be an effective tool for overcoming barriers that can be created by the top level of concentration. Countries which are considered to be collectivistic are more concerned about the action schemes, improvement projects, and strategic developments than individualistic countries. Concerning masculinity dimension, it has two main possible influences on quality processes. Firstly, in Russia there is a tendency to spend more on inspections than on external quality, while in feminine countries the situation is totally opposite.

Secondly, Japan presents a proactive style of relationship in the sense of mutual work, in contrast to masculine countries. Last dimension is uncertainty avoidance. Both the Russian and Japanese cultures with high level uncertainty avoidance spend more resources on different inspections. Low level uncertainty avoidance cultures depend less on action schemes than cultures with the high level of uncertainty avoidance. (Vecchi & Brennan 2009, 156.)

The comparison of the Russian and Japanese cultures according to five cultural dimensions of Hofstede is presented in Figure 1, where PDI abbreviation means *power distance*, IDV signifies *individualism*, MAS implies *masculinity*, UAI stands for *uncertainty avoidance* and LTO indicates *long-term orientation*. (<http://www.geert-hofstede.com/hofstede dimensions.php> [referred: 30.10.2011].)

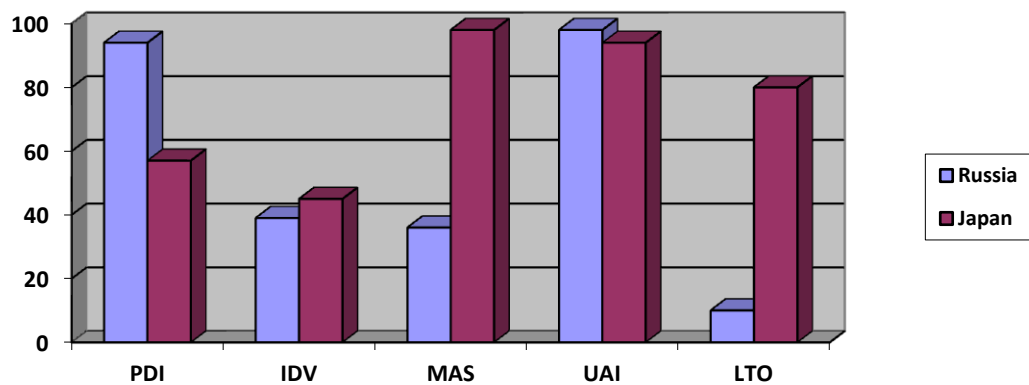


FIGURE 1. The 5D model of Professor Geert Hofstede (Hofstede 2011)

2.8 Processes of overcoming cultural differences

After the identification of cultural differences (issues), now there is the time for finding suitable ways for overcoming them (solutions). The starting point for everyone who intends to work in a multicultural environment is to accept the fact that there are cultural differences between people. Surely, it is not possible and necessary to know all the customs, traditions, values, norms, etc. of a foreign culture, but it is essential to be aware of them. The disability to recognize non-verbal signs may lead to serious consequences, like decrease in efficiency of the company's operations, dissatisfaction of the personnel, and so on. If the management of the company is structured correctly, the multicultural environment of the organization can be more productive and efficient than in non-international. Unfortunately, without being aware of these cultural differ-

ences and possible cultural challenges, high results cannot be reached. (Kaminsky, 2002)

An employee who purposes to work in the intercultural sphere has to know some basic regulations about the culture the employee enters in order to make the adjustment to the new surroundings more comfortable. Before starting to overcome cultural differences, a person needs to know the employee's own culture well. The first step for going deeper in realizing cultural differences is understanding the validness of models in one's own culture and then get first familiar with the cultural basics of the culture of the cooperator. As an example, the Czech culture is acceptable only for problem solving in the Czech society. The same situation is with other countries, and this fact should be taken into account in doing international business. (<http://www.leidykla.vu.lt/fileadmin/Vadyba/12-13/58-64.pdf> [referred 20.05.2011].)

Konecna (2006, 61-62) Novy, Schroll-Machl (2001) present easy for perception program that consists of three positions. Studying these guidelines, working in the multicultural environment will be much easier and clearer. The following paragraph is based on one source (<http://www.leidykla.vu.lt/fileadmin/Vadyba/12-13/58-64.pdf>. [referred: 20.5.2011]) and the paragraph presents helpful steps for overcoming cultural differences.

1) Good awareness about a foreign culture

This stage is about recognizing and accepting the fact that all cultures are different. In general, this means diversified understanding, evaluating and interpretation of the same situation by different people from different countries. Differences in perception are not easily recognized, but should be well studied and taken into account. Acknowledgement of the culture one is dealing with is an important stage on the way to successful and efficient cooperation and teamwork.

2) Regard of a foreign culture

When a manager regards foreign culture without expressing his or her own opinion concerning different aspects of this culture (like, dislike, etc.), this means that this particular manager is ready to work in a multicultural environment. It is not tolerant to

assess a culture as “good” or “bad”, as every culture is unique and for those people who deal with this culture from their birth their culture is the optimal one.

3) Guidelines concerning a foreign culture

Last stage is the desire from both parties to overcome cultural differences, misunderstanding, misleading, frustration, etc. acting in the multicultural environment. Authors stress that this does not mean the fact that both parties should forget about their own cultures and try somehow to find a common satisfactory solution to the issue they work on; the idea is in using cultural experience of one’s own culture together with the cultural experience of the partner for achieving mutual goals. Unfortunately, managers often “strike out” something that is not valuable for one culture, but it is very important for the culture of the business partner, which may cause big problems. Understanding the culture and intercultural conditions is crucial in this case.

To conclude, the main and most important precondition of the successful collaboration is acknowledgement, regard and desire for overcoming cultural challenges together with expatriate colleagues. Likewise, the above listed instructions may be used for various multicultural purposes either in domestic or international framework.

3 RESEARCH PROCESS

This main chapter introduces the research process. First of all, a theoretical framework of two different research approaches is presented. Next, a more detailed description of the sampling process of the present study (quantitative research) is displayed. Secondly, the structure of the questionnaire, used for the data collection process, is presented in subchapter *Introduction of standardized questionnaire*. Thirdly, theoretical knowledge about data collection process and a description of the empirical part (what has been done in practice by the researcher/author of the thesis) is presented in subchapter *Data Collection*. Finally, there is an explanation of the data analysis and interpretation process with the theoretical frameworks and empirical parts.

3.1 Quantitative survey as a research method

Various types of research can be used for different research purposes. Research methodologies relate to collection of information, analyzing of gathered information, and explanation of received results. There are basic phases in a research process which provide relevant information concerning the question of the research to the researcher, who is accumulating and examining collected information. The difference between quantitative and qualitative types of the research will be shown below. (Table 4.)

TABLE 4. Attributes of quantitative and qualitative research methods (Gelo, Braakmann & Benetka, 2008)

Quantitative approaches	Qualitative approaches
Sampling <i>Probabilistic</i> Simple random sampling Systematic random sampling Stratified random sampling Cluster sampling <i>Purposive</i> Convenience sampling	Sampling <i>Purposive</i> Convenience sampling Homogeneous cases sampling Extreme/deviant and Typical case sampling
Data collection <i>Primary data</i> Tests or standardized questionnaires Structured interviews Closed-ended observational protocols <i>Secondary data</i> Official documents	Data collection <i>Primary data</i> Open-ended interviews Focus group Naturalistic observation protocols <i>Secondary data</i> Official documents Personal documents
Data analysis Descriptive statistics Inferential statistics	Data analysis Description Identification of categories/themes Looking for interconnectedness between categories/themes
Data interpretation Generalization Prediction based (theory-driven) Interpretation of theory	Data interpretation Contextualization Interpretation based (data-driven) Personal interpretation

The idea of sampling in quantitative research is in selecting persons, who are the members of some kind of society, in the way that the output can be summarized. There are two types of sampling: probabilistic and purposive. Probabilistic sampling

means that every representative has the possibility to be involved in the sampling. Also probabilistic sampling has several subcategories: simple random sampling, systematic random sampling, stratified random sampling and cluster sampling. Simple random sampling means that all representatives have identical opportunities to be in the sample. In systematic random sampling a researcher takes the first representative of the population and after that he or she will take every second or third, or fourth, or n-th representative from the register. Stratified random sampling is used when a researcher needs to separate members of the population to different groups (one member is included only in one group) and then choose a stochastic sample. Last is cluster sampling which is used when the whole population is separated into groups naturally (one group is called “cluster”) and the sample of the clusters has to be chosen. Purposive sampling concerns choosing representatives not in a random order, but with a specific goal (target audience). Purposive sampling also has one subcategory – convenience sampling. This kind of sampling is about choosing the representatives that are convenient and available for the researcher. (Gelo, Braakmann & Benetka, 2008.)

Introduction of standardized questionnaire

Thereby, type of my research approach is purposive sampling: convenience sampling. I have chosen the questionnaire as a research instrument for my quantitative study. The questionnaire includes four main sections. The first section is *Background information* and it consists of six questions: gender, age, marital status, education, department the respondent works in, and duration of work in Autobiography Company. The second section is called *Working in Autobiography Company* and involves seven questions about respondents’ work experience in the company, their opinions about current management system and necessity for improvements. The third section of the questionnaire is named as *Experiences of other companies* and this part consists of eight questions concerning respondents’ awareness about different foreign management tools and their knowledge about the Japanese companies operating on the Russian market. The fourth section is called *Multicultural working environment* that comprises five questions about respondents’ behavior in working places and experience of working with expatriate colleagues. Originally, the questionnaire was created in Russian since this is native language for the respondents (see Appendix 2). However, the questionnaire was formulated also in English and appended in this report (see Appendix 1). In Autobiography Company there are 423 employees, but the target audience

of my research is middle-level managers. The number of middle-level managers in the target company is 53. The data collection process will be presented in the next sub-chapter.

3.2 Data collection

After a sampling process, a data collecting process follows. There are two possible methods for gathering data: direct or indirect. If a researcher decides to use direct methods, he or she needs to collect information directly from the representatives that are included in the sample. This kind of data will be considered as primary data. Following another method, collecting relevant data (indirect), the researcher has to study archives and documents. This kind of information will be regarded as secondary data. The objective for data that will be collected by the researcher, using quantitative approach, is to confirm or refute the hypothesis that was stated beforehand. The researcher can collect data by various ways: tests, surveys, interviews, etc. The concluding data, which will be received by the researcher, should be encoded for further statistical analysis. A good proposal will be to have a document with the encoded names and descriptions in order to prevent mistakes and structure information for the further work. (Gelo, Braakmann & Benetka, 2008.)

The survey was organized on 5-6 November in the Autobiography Company. In the beginning of November there was an agreement between the contact person of the company and me that I will come in a particular day to the company and bring questionnaires for middle-level managers. When I came to the company in the morning on the agreed date, HR manager, Elena Polskaya, met me and gave a list with the room numbers where I can reach middle-level managers from different departments. All managers were informed about my arrival and the importance of the survey, so there were no problems with access to the target audience. The participants of the survey had two days for filling in the questionnaire. The survey takes less than 10 minutes for completing, but the respondents had two days for doing this work, as they needed to find time during their work day and this way was convenient for everyone. After the respondents completed the questionnaire, we agreed that they will bring the forms to Elena Polskaya (HR manager), and they did so. In the end of the second working day, I came to the company to collect the responses from the HR manager. Unfortunately, not all questionnaires were filled in; I received only 37 responses (69,8 %) out of 53

potential responses. Nevertheless, the collected data was more than half of the overall potential amount of responses, so there was the possibility to continue with the next step of the research process. Data analysis process will be presented in the next subchapter.

3.3 Data analysis and interpretation

Quantitative data analysis process includes studying collected data in order to answer the research questions. In different quantitative research methods, the target is to discover the fact that in all groups which were observed, variables which constitute as aim of the research are important for statistical output. Further methods for statistical testing depends on research questions, type of evaluating the results, population of the research sample. The concluding results are structured as the list of approvals that can be supported by figures and tables. (Gelo, Braakmann & Benetka, 2008.)

After the relevant responses were received, I started the process of analyzing the gathered information. I have used SPSS program for assessing collected data and making conclusions on its basis. First of all, the background data of the respondents was examined and then I continued with the second, third and fourth sections of the survey. After transferring all the collected data from the questionnaires to SPSS programme, I had created figures, tables and pie charts in order to convert the responses in a convenient view for easy reading and understanding. Then, there was time for the next step of the thesis process – data interpretation.

Data interpretation stage refers to the explanation of the results to the reader. Concerning the quantitative research approach, an explanation of the results should be provided with the correlation to the research questions. Data interpretation stage of the qualitative research output includes presenting clear explanations of the gathered results with the quotation to the special and distinctive scope of the research. (Gelo, Braakmann & Benetka, 2008.)

Started with the first question of the survey, I went through all 26 questions with the help of SPSS program, creating different figures, means, pie charts and frequency tables, and explaining the content of the question what is presented in the table or in

the figure, and providing additional information, for instance, if the question was direct or indirect. The results of the study are introduced in the next chapter.

4 RESULTS

This chapter presents the results of the study. First, the background information is introduced. Next, the respondents' experience of working in the target company of the present study is performed. Then, the experience of the respondents of working in other companies is represented. Following, the results concerning the readiness of the respondents for multicultural working environment are produced. Finally, there are conclusions made on the basis of the gained results.

4.1 Background information

As background information, gender, age and marital status are introduced. Further, educational level and duration of work in the target company were also taken into consideration as for presenting general information about respondents.

Gender

There were 24 male managers (64,86%) and 13 female managers (35,14%), who had filled in the questionnaires (Figure 2).

Age

Respondents had to choose one of the several options in this question. Figure 2 presents that most of the respondents are 31-35 years old (32,43%), 11 persons are 24-30 years old (29,73%), the same amount of the respondents are in "18-24 years" (13,51%) and "over 40 years" groups (13,51%), and a smaller amount of the respondents is in "36-40" age group (10,81%).

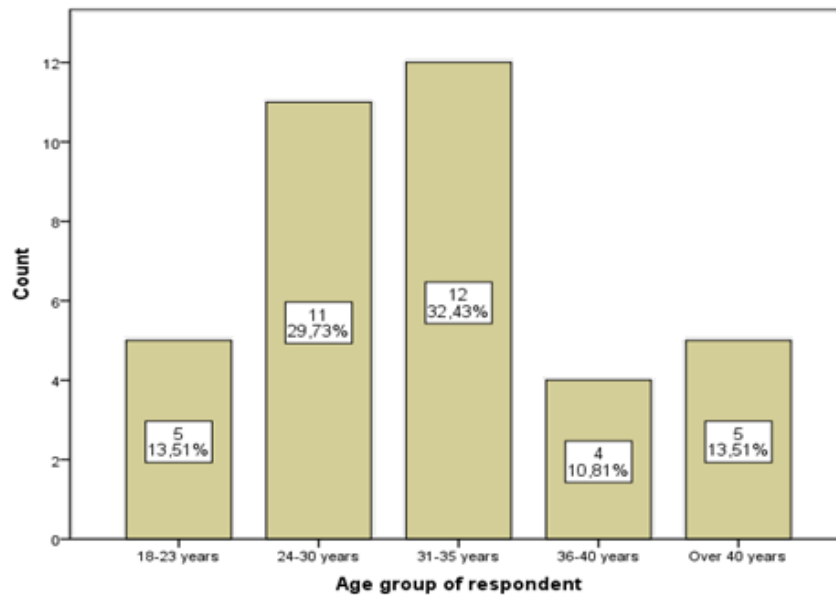


FIGURE 2. Age groups of respondents

Marital status

The majority of the respondents are married (54,05%). 37,84% of the respondents are either single or in relationships (14 responses). Only three respondents declared that they are divorced (8,11%). (Figure 3.)

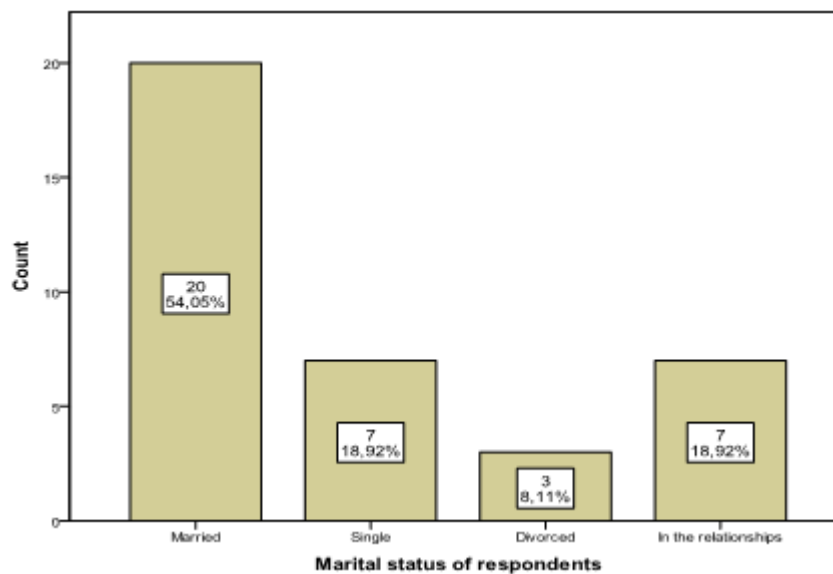


FIGURE 3. Marital status of respondents

Education

All the respondents have only higher education (100%).

Position

Six respondents work in the service department (16,22%). Next is the accounting department with five middle-level managers (13,51%). Four respondents marked IT department as their place of work (10,81%). Four other respondents pertain to HRM department of the company (10,81%). Several managers declared that they work in Trade-IN department (13,51%). There are two brand managers (5,41%) out of 37 respondents. The rest of the respondents are in other departments of the company that were not listed as the options (possible answers) to this question. These respondents had marked “Other” as their answer and then specified the name of the department that they work in. From their responses, it is clearly seen that four managers work in sales department, three are PR-managers; two respondents are strategic planning managers and other two respondents deal with storage and extra equipment for cars. Figure 4 presents the delegation of employees (respondents) by the departments in the company.

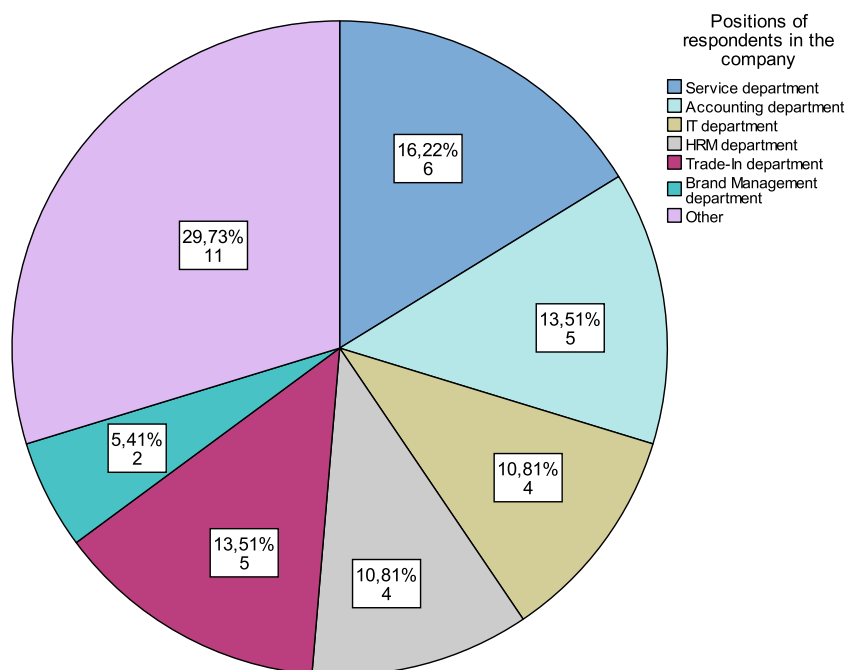


FIGURE 4. Positions of the respondents in the company

Duration of work in Autobiography Company

Most of the managers responded that they had been working in the company from one to three years (43,24%). The second large group are those respondents who have been working in the company from already four to five years (37,84%). The minor group of

the respondents is only 18,92% as these respondents work in the company for less than one year. There are only three possible options in this question, as working in the company for more than five years is impossible, because the company is only 5 years old. Figure 5 performs the picture of continuance of work of the respondents in the Autobiography Company.

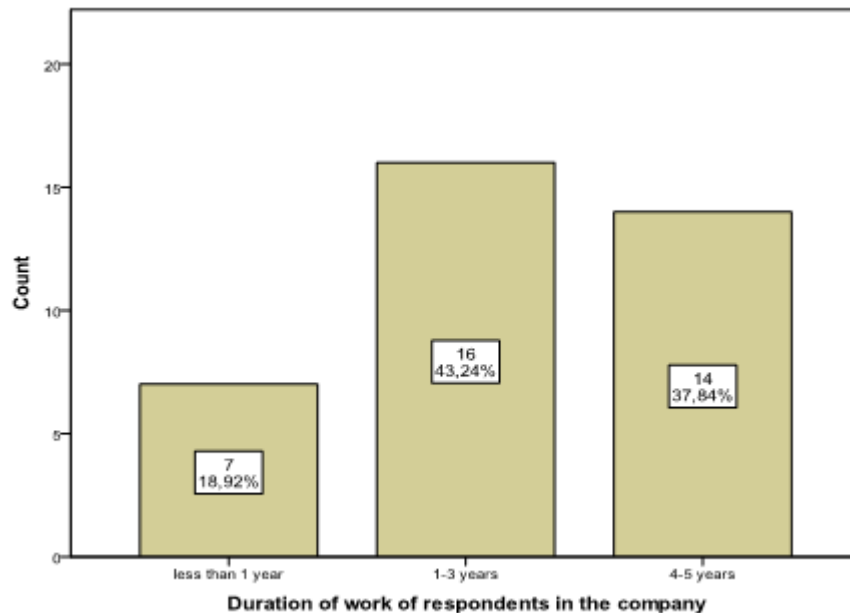


FIGURE 5. Duration of work of the respondents in the company

4.2 Working in the Autobiography Company

The following topics related to “Working in Autobiography Company” were asked: salary satisfaction, working conditions, mission of the company, workplace change, responsibility, management system improvements, and performance assessment. There is also a comparison of the findings in the end of this subchapter.

Salary satisfaction

The majority of the respondents (43,24%) were slightly satisfied with their salary, 27,03% slightly unsatisfied with their salary, while 18,92% were totally unsatisfied with the salary they got. Only four respondents (10,81%) were totally satisfied with the salary they gained. (Figure 6.)

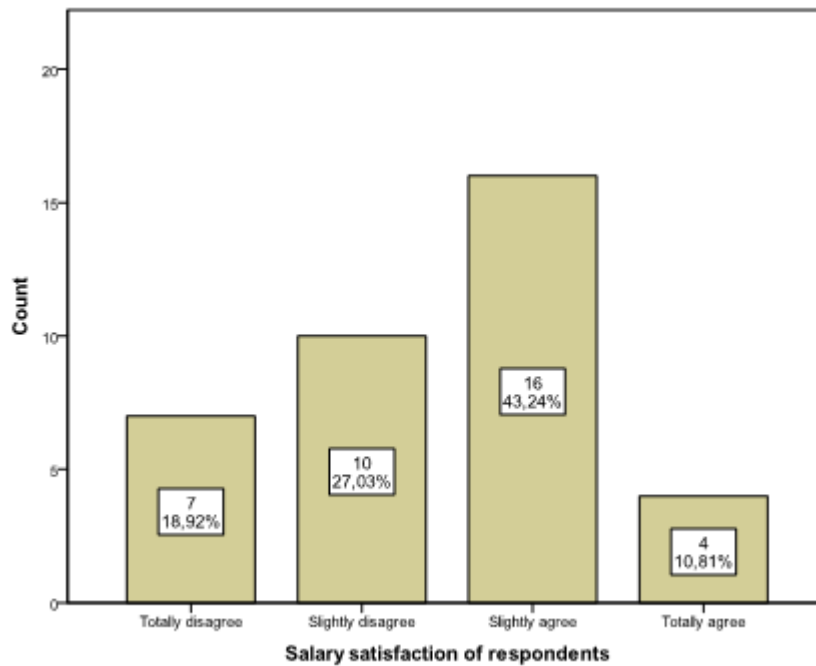


FIGURE 6. Salary satisfaction of respondents

Working conditions in Autobiography Company

In the questionnaire respondents had to mark the number which best corresponded to their opinion of the following statement: “Working conditions in Autobiography Company contribute improvements in the quality of work and encourages the motivation of the personnel”. 37,84% of respondents were slightly satisfied with the working conditions, 27,03% of respondents were slightly unsatisfied, 29,03% of respondents were totally unsatisfied, and only two respondents were totally satisfied with the working conditions in the Autobiography Company. Figure 7 carries out the situation of the satisfaction of the working conditions of the Autobiography Company by the respondents’ views.

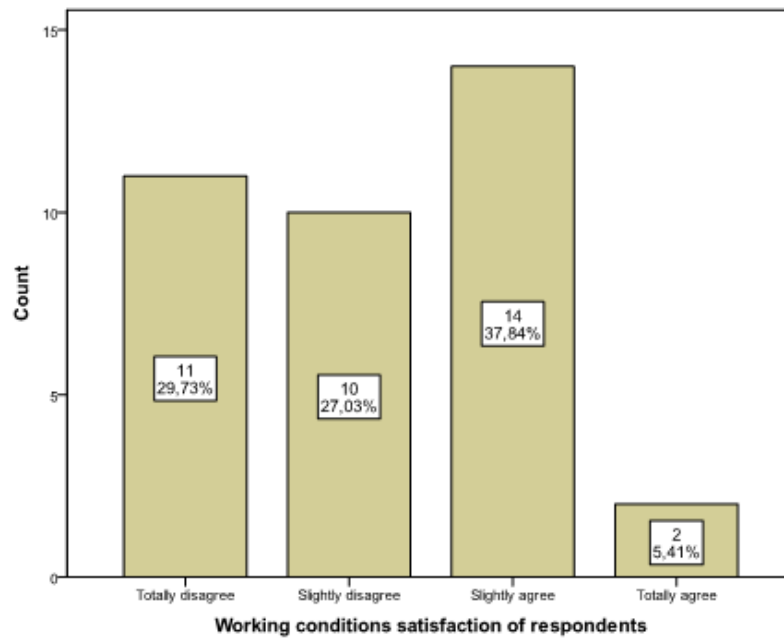


FIGURE 7. Working condition satisfaction of the respondents

Mission of the company

In this question it was asked if the respondents were familiar with the mission of the company or not. 37,84% of the respondents were slightly familiar, 21,62% responded that they slightly disagreed with this statement, 27,03% stated that they totally disagree with the statement, while 13,51% of the respondents replied that they totally agreed with the statement which mean they were familiar with the mission of the company. (Figure 8.)

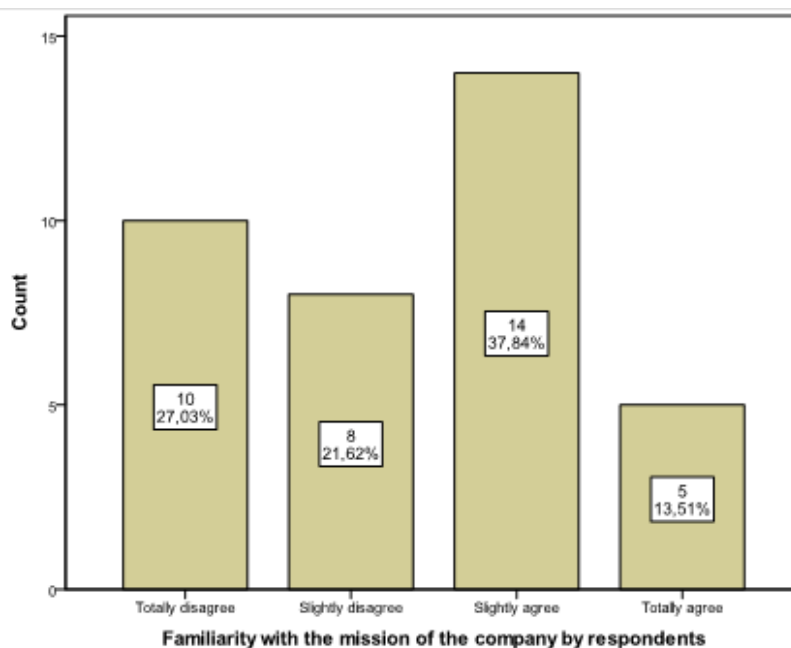


FIGURE 8. Familiarity with the mission of the company by respondents

Workplace change

The question asks if a person is ready to change his or her work place in Autobiography for another in the different company but with the same conditions. The responses were as follows: 10,81% of respondents replied that they totally agreed to do the mentioned move, 40,54% responded as “slightly agree”, 35,14% of the respondents slightly disagreed with the statement, while only 13,51% of the respondents strongly disagreed with the workplace change. On the face of it, in the questionnaire this might look like “just asking opinion of the respondent”. Actually, this question is an indirect one, and this means that if a respondent marked “agree” or “slightly agree” options, there was something (one or several things) in the company that he or she was not satisfied with, or something was not convenient for the respondent. (Figure 9.)

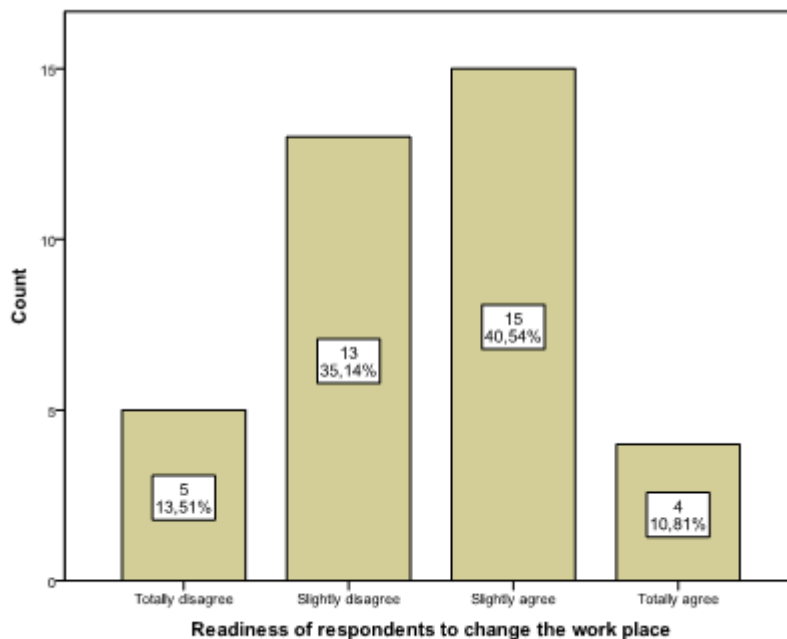


FIGURE 9. Readiness of the respondents to change the workplace

Responsibility

40,54% of the respondents slightly agreed with this statement and 35,14% of the respondents slightly disagreed. There were respondents who presented much “stronger” answers: 10,81% of the respondents were totally agreed to take much responsibility and 13,51% of the respondents strongly disagreed to take much responsibility. Figure 10 presents the desire of the respondents to make more serious decisions that will have an influence on the company’s performance.

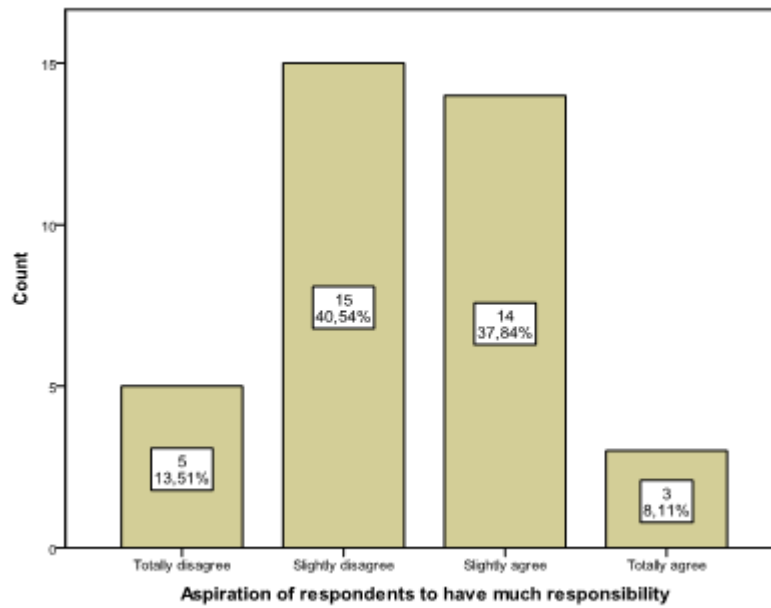


FIGURE 10. Aspiration of the respondents to have much responsibility

Management system improvements

More than half of the respondents stated that changes were needed, in particular, 29,73% - slightly needed, 27,03%-strongly needed; while the rest of the respondents stated that there was no need for changes in the management system of the company: 18,92% - slightly disagree, 24,32% - totally disagree. Figure 11 presents the opinions of the respondents concerning the necessity for changes (innovations) in the management system of Autobiography Company.

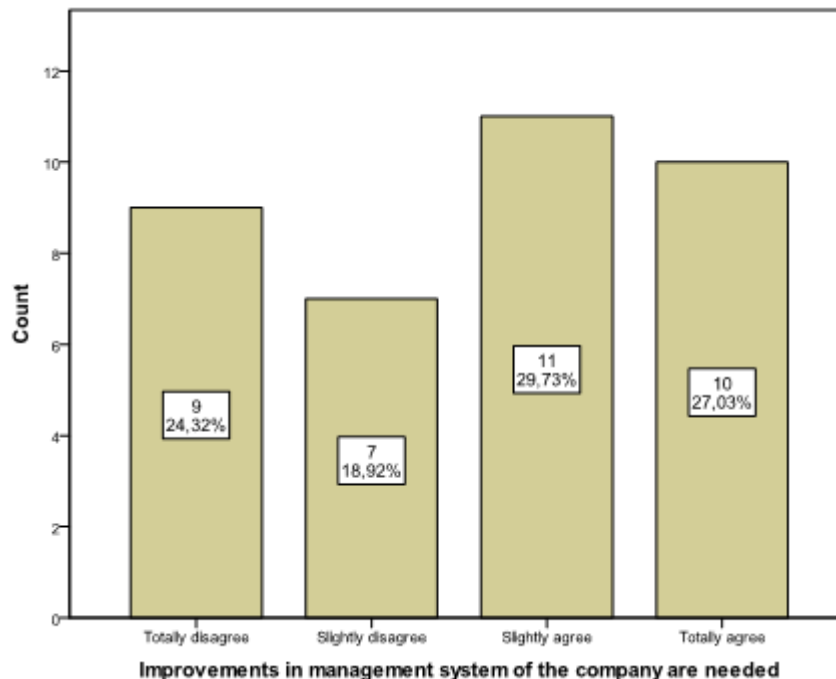


FIGURE 11. Improvements in management system of the company are needed

Performance assessment

In this question the respondents had to assess the performance of their department and its employees in particular. 29,73% of the respondents considered that their department worked “satisfactorily”, 43,24% of the respondents thought that their department worked at a “good” level, 13,51% of the respondents replied that their department was doing very well, and 13,51% of the respondents thought that their department worked poorly. (Figure 12.)

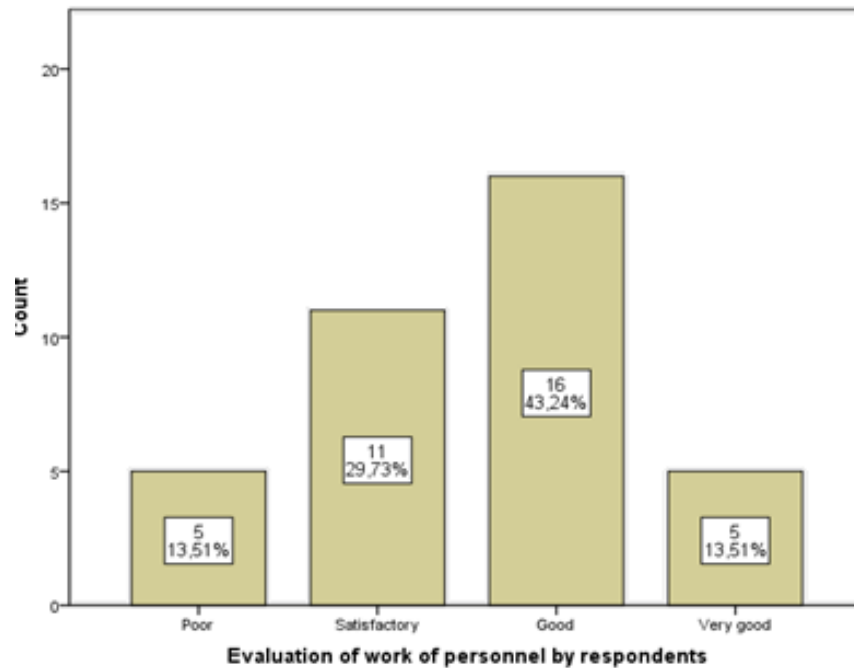


FIGURE 12. Evaluation of the work of the personnel by the respondents

Comparison of the findings

In order to compare the answers of the respondents concerning “Working in the Autobiography Company” section of the questionnaire, the means of the answers (scaling 1-4) are presented next. The overall attitude of the respondents regarding work in Autobiography Company is quite positive. This fact proves that a huge work had already been done for the satisfaction of employees and decreasing the level of staff turnover. However, the respondents’ attitudes relating to changing the work place to a new one is also quite positive, which is not preferable for the company. This means that enhancements from the management are still needed. (Figure 13.)

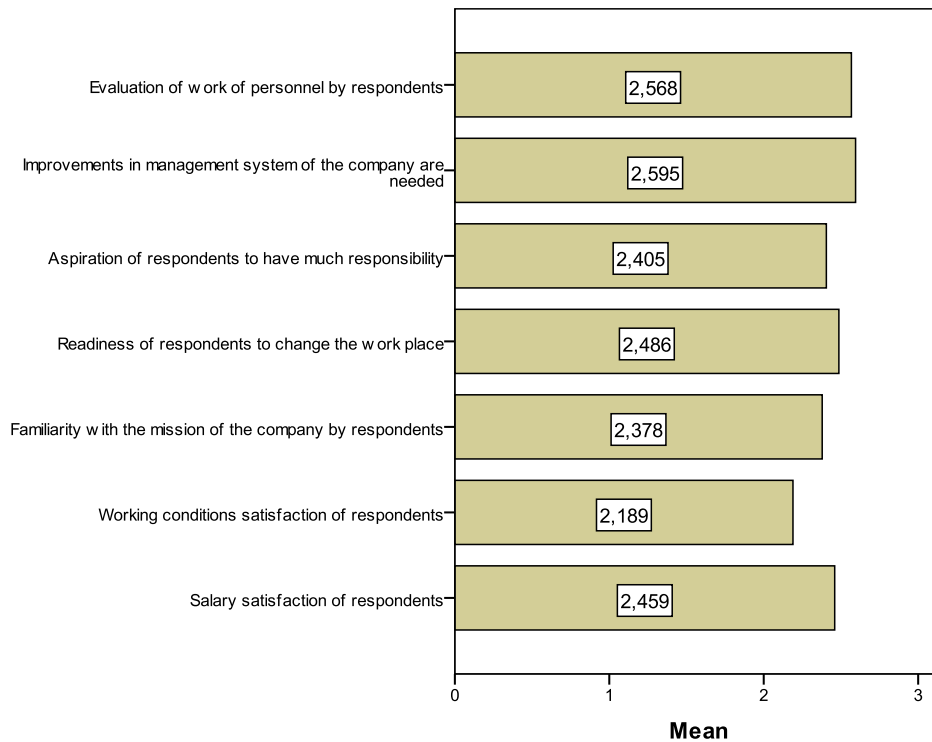


FIGURE 13. Means of the answers of “Working in Autobiography Company” section

4.3 Experiences of other companies

The present subchapter covers different areas relating to the previous work experiences of the respondents in other companies, and they are the following: awareness of different companies, desire to work in the Japanese companies, respondents’ experience of working in the Japanese companies, reasons for choosing a workplace in the Japanese companies, trainings for personnel, “lifetime workplace”, 5S system, and duties’ delegation. Then, the comparison of the findings is introduced.

Awareness of different companies

The question was created in order to see if the respondents know the below mentioned companies. One tricky thing is that all these companies are originally Japanese and are already operating on the Russian market, but these facts were not introduced anywhere in the questionnaire. The respondents know quite well the Japanese car manufacturing companies, like Mitsubishi Motors Corporation, Toyota and Suzuki, as 94,6% of the respondents were aware of these companies. 91,9 % of the respondents were aware of Honda, Nissan, Subaru and Mazda. 75,7% of the respondents knew Nikon company. 56,8% of the respondents were familiar with Seiko-Epson and Sony

Play-station companies. Sharp, Yamaha and Toshiba Corporation were known by 48,6% of the respondents. Canon and Olympus were recognized by 40,5% of the respondents. 32,4% of the respondent knew Konika company. Fujitsu, Casio and Pioneer Corporation were selected by 29,7% of the respondents. 27% of the respondents were familiar with Aiwa company and 16,2% with Shiseido company. Komatsu company was selected by 13,5% of the respondents, and Oki Electric by 8,1%, while Sony and Matsushita companies were recognized only by 2,7% of the respondents. Kubota company was marked by 5,4% of the respondents. The significant difference in awareness of the car manufacturing companies and other companies in the list can be explained by the area of business of the Autobiography Company. Surely, managers should know the competitors by name and they have succeeded in this issue. (Table 5.)

TABLE 5. Awareness of the Japanese companies by the respondents

Awareness of other companies	Responses	
	N	Percent
Respondent is aware of Konika	12	32,4%
Respondent is aware of Sony	1	2,7%
Respondent is aware of Mitsubishi Motors Corporation	35	94,6%
Respondent is aware of Honda	34	91,9%
Respondent is aware of Nissan	34	91,9%
Respondent is aware of Toyota	35	94,6%
Respondent is aware of Fujitsu	11	29,7%
Respondent is aware of Matsushita	1	2,7%
Respondent is aware of Oki Electric	3	8,1%
Respondent is aware of Kubota	2	5,4%
Respondent is aware of Casio	11	29,7%
Respondent is aware of Nikon	28	75,7%
Respondent is aware of Seiko-Epson	21	56,8%
Respondent is aware of Canon	15	40,5%
Respondent is aware of Yamaha	18	48,6%
Respondent is aware of Shiseido	6	16,2%
Respondent is aware of Sony Playstation	21	56,8%
Respondent is aware of Subaru	34	91,9%
Respondent is aware of Aiwa	10	27,0%
Respondent is aware of Komatsu	5	13,5%
Respondent is aware of Sharp	18	48,6%
Respondent is aware of Mazda Motors	34	91,9%
Respondent is aware of Olympus	15	40,5%
Respondent is aware of Suzuki	35	94,6%
Respondent is aware of Toshiba Corporation	18	48,6%
Respondent is aware of Pioneer Corporation	11	29,7%

Desire to work for a Japanese company

2,7% of the respondents marked Sony, Casio, and Shiseido as their answers. Honda, Nikon, Yamaha, Subaru, Mazda Motors, and Toshiba Corporation were selected by 5,4% of the respondents. 8.1% of respondents would like to work for Suzuki, and 10,8% of the respondents would like to work in Nissan company. 13,5% of the respondents would like to work for Toyota. 40,5% of the respondents would not like to work in any of the mentioned companies. In questionnaire, all 26 Japanese companies were mentioned as possible options, but as they were not selected by anyone of the respondents, these companies' names are not included in the table. Table 6 presents the statistical data concerning the desire of the respondents to work in any of the mentioned Japanese companies that operate in the Russian market.

TABLE 6. Desire to work in a Japanese company

Desire to work for a Japanese company	Responses	
	N	Percent of respondents
Respondent would like to work for Sony	1	2,7%
Respondent would like to work for Mitsubishi Motors Co.	5	13,5%
Respondent would like to work for Honda	2	5,4%
Respondent would like to work for Nissan	4	10,8%
Respondent would like to work for Toyota	5	13,5%
Respondent would like to work for Casio	1	2,7%
Respondent would like to work for Nikon	2	5,4%
Respondent would like to work for Yamaha	2	5,4%
Respondent would like to work for Shiseido	1	2,7%
Respondent would like to work for Subaru	2	5,4%
Respondent would like to work for Mazda Motors	2	5,4%
Respondent would like to work for Suzuki	3	8,1%
Respondent would like to work for Toshiba Co.	2	5,4%
Respondent would not like to work for any company	15	40,5%

Respondents' work experience for a Japanese company

Only 24,32% of the respondents had given positive answers to this question, and from their specifications, it is clear that Toyota, Nissan, Shiseido, Mazda Corporation are

the companies that the respondents worked for. The rest of the respondents (75,68%) have no experience of working for a Japanese company.

Reasons for choosing workplaces in Japanese companies

The respondents were asked to mark the reasons that attracted them to work in Japanese companies. This question was addressed only for those respondents who had selected one or several companies in one of the previous questions as a desired place for work. 71,4% of the respondents to this question had selected the option “high wage” as a reason. 47,6% of the respondents of this question had selected the option “career building possibility” as a reason. “Office is near to home” was chosen by 42,9% of the respondents of this question. 33,3% of the respondents of this question liked the company because of extra bonuses. 28,6% of the respondents would like to work in a Japanese company because of the friendly personnel. 4,8% of the respondents had selected “social benefits” as their answers. 9,5% (2 persons) of the respondents to this question marked “other” as their answer to question, but, unfortunately, nobody specified the reason. (Table 7.)

TABLE 7. Reasons for working in Japanese companies

Reasons	Responses	
	N	Percent of respondents
Respondent likes foreign company because of social benefits	1	4,8%
Respondent likes foreign company because of high wage	15	71,4%
Respondent likes foreign company because office of the company is near	9	42,9%
Respondent likes foreign company because of career building possibility	10	47,6%
Respondent likes foreign company because of extra bonuses	7	33,3%
Respondent likes foreign company because of friendly personnel	6	28,6%
Respondent likes foreign company because of some other reason	2	9,5%

Trainings for personnel

It is clear that 40,54% of the respondents suppose that trainings should be held once in six months. 27,03% of the respondents think that trainings should be organized once in four months. 24,3% of the respondents assume that trainings for personnel should

be done once a month. Only 8,11% of the respondents consider that trainings should be held once a year. (Figure 14.)

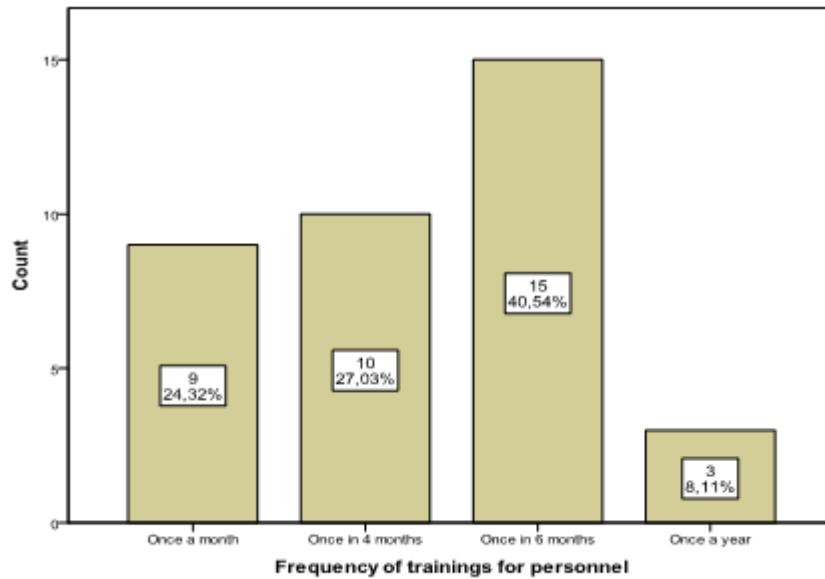


FIGURE 14. Frequency of trainings for personnel

Extended workplace

The aim of the question is to investigate if a respondent is ready to work for 10 years or longer for a company, and in exchange for this he or she will get bigger benefits than those who have worked for the company already for three years, for instance. 18,92% of the respondents are ready for this opportunity. 40,54% of the respondents slightly agree with this statement. 13,51% of the respondents slightly disagree with the statement. 27,03% of the respondents are not ready for such a decision. (Figure 15.)

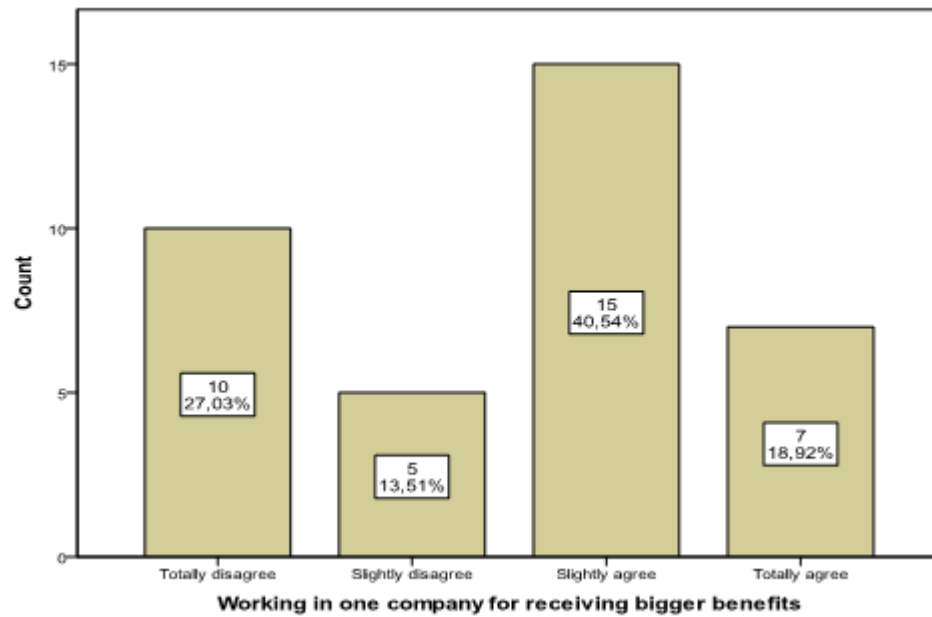


FIGURE 15. Working in a company for receiving bigger benefits

“5S” system

In this question the 5S management system (Japanese) was introduced with a short description, and the respondents were asked to share their opinions on this issue, i.e. does this system contribute better working conditions, and does the respondent agree or disagree with this statement. 40,54% of the respondents slightly agreed with the statement. 18,92% of the respondents totally agreed with the statement. 24,32% of the respondents slightly disagreed with the statement. 16,22% of the respondents totally disagreed with the statement. (Figure 16.)

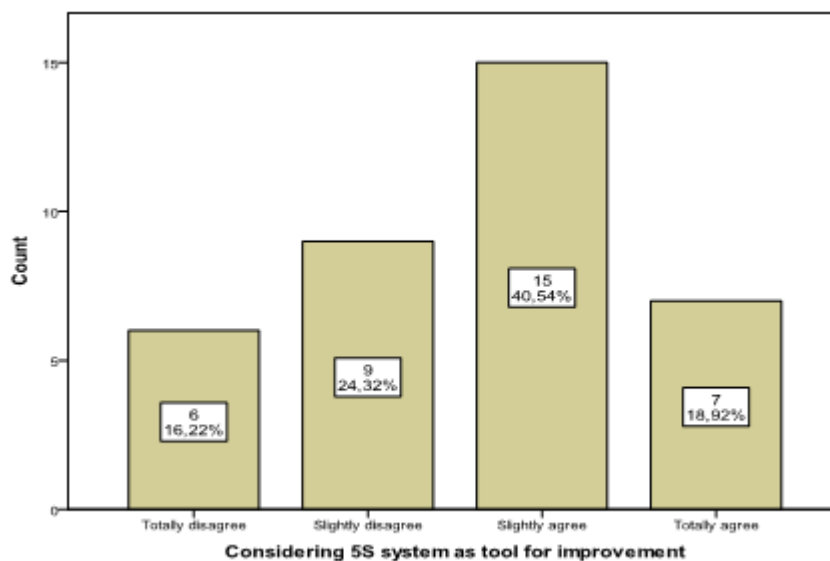


FIGURE 16. Considering 5S system as a tool for improvement

Duties' distribution

There was a question if the respondent acclaimed the delegation of duties among small groups of 3-5 persons. 18,92% of the respondents totally agreed; 35,14% slightly agreed; also 35,14% slightly disagreed, while 10,81% totally disagreed. (Figure 17.)

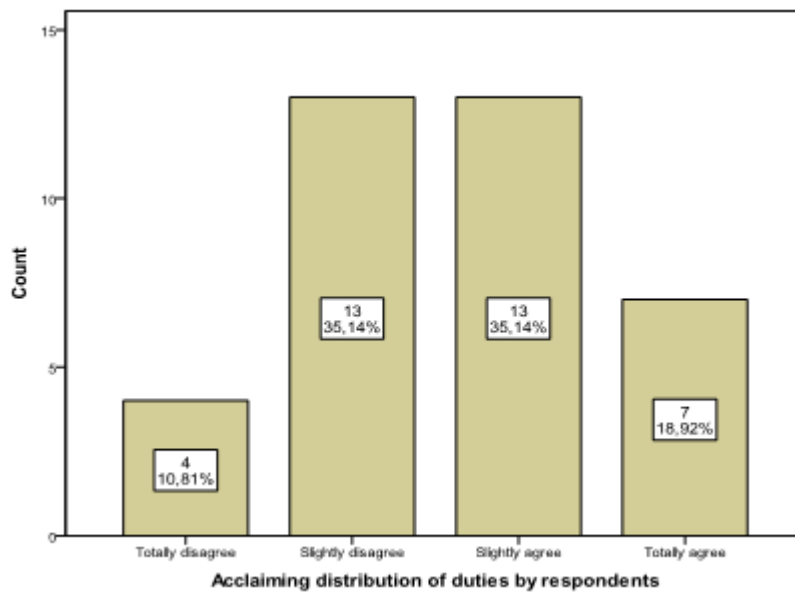


FIGURE 17. Acclaiming distribution of duties by the respondents

Comparison of the results

Means of the answers (scaling 1-4) of the respondents relating to “Experiences of other companies” section of the questionnaire are presented further. With the correspondence to the gained results, respondents are well educated about different managerial tools, and they have adequately perceived the possibility to implement these instruments in the management system of the company they work in. One more affirmative finding is that the majority of the respondents considered the integration of “extended workplace” idea as required innovation. (Figure 18.)

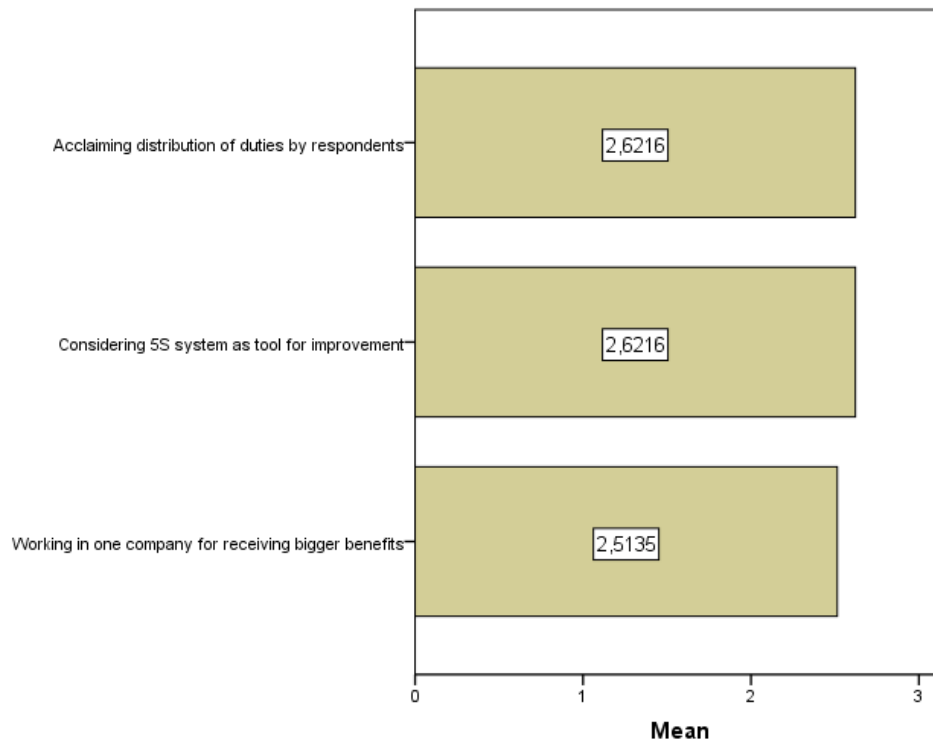


FIGURE 18. Means of the answers of “Experiences of other companies” section

4.4 Multicultural working environment

This part gives the impression concerning the readiness of the respondents to work in a multicultural working environment. The following topics are included: foreign communication experience, cultures, languages, competence and tolerance. Comparison of the answers concerning these topics is represented in the end.

Foreign communication experience

Asking question about foreign communication experience, the aim was to investigate if the respondents had ever been involved in a multicultural communicating process or not. 32,43% of the respondents were a little bit familiar with multicultural communication, and 21,62% were familiar with this issue. 27,03% of the respondents replied that they were somehow not familiar with multicultural communication, while 18,92% responded that they were totally unfamiliar with this issue. (Figure 19.)

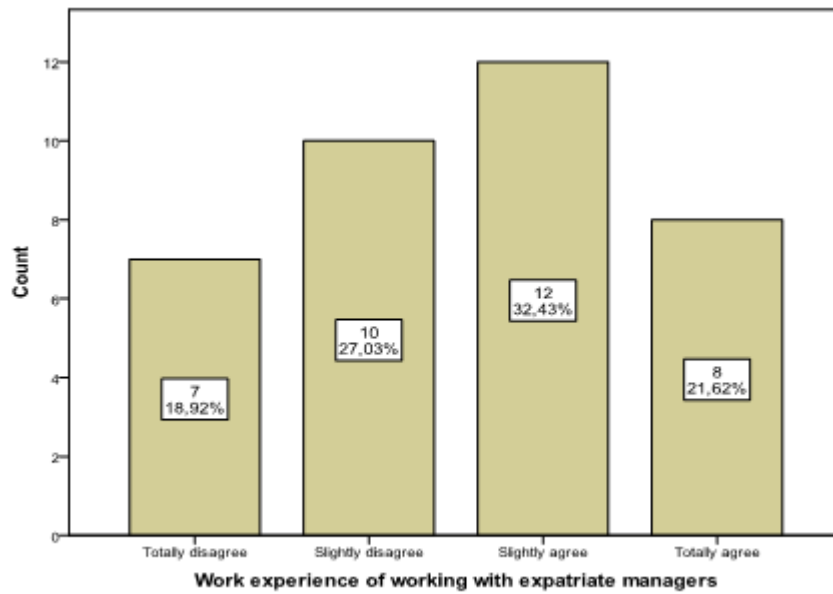


FIGURE 19. Experience of working with expatriate colleagues

Two cultures

The question aimed to define the awareness of the respondents concerning cultural differences between Russia and Japan. The results show that 27,03% of the respondents thought that Russian and Japanese cultures were very similar to each other, the same percentage of the respondents replied that they slightly agreed with the statement introduced as a question. 29,73% responded that they slightly disagreed with the fact that the Russian and Japanese cultures were similar, while 16,22% totally disagreed with the statement. (Figure 20.)

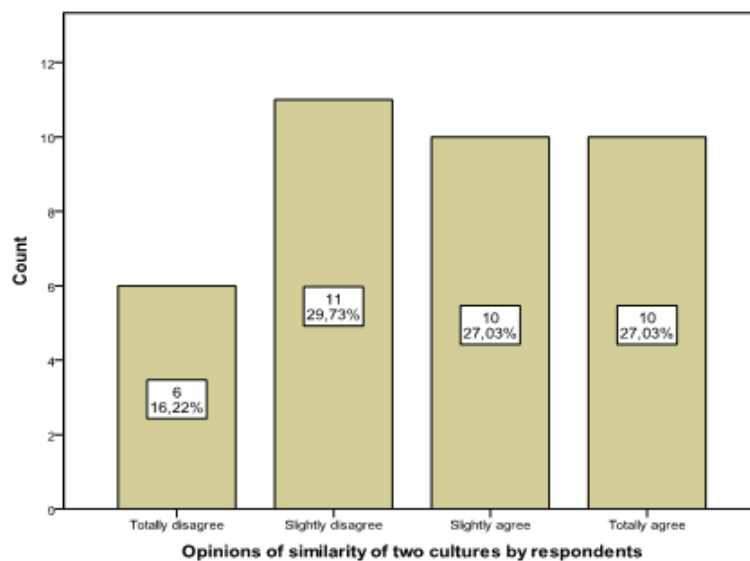


FIGURE 20. Opinions on the similarity of two cultures

Knowledge of languages

37,84% of the respondents totally agreed that international (English, German, French) languages were more worthwhile to be known than the minor ones (non-international, regional). 27,03% slightly agreed with the statement. 18,92% replied that they slightly disagreed with this issue, while 16,22% of the respondents declared that minor languages were also worth to be studied. (Figure 21.)

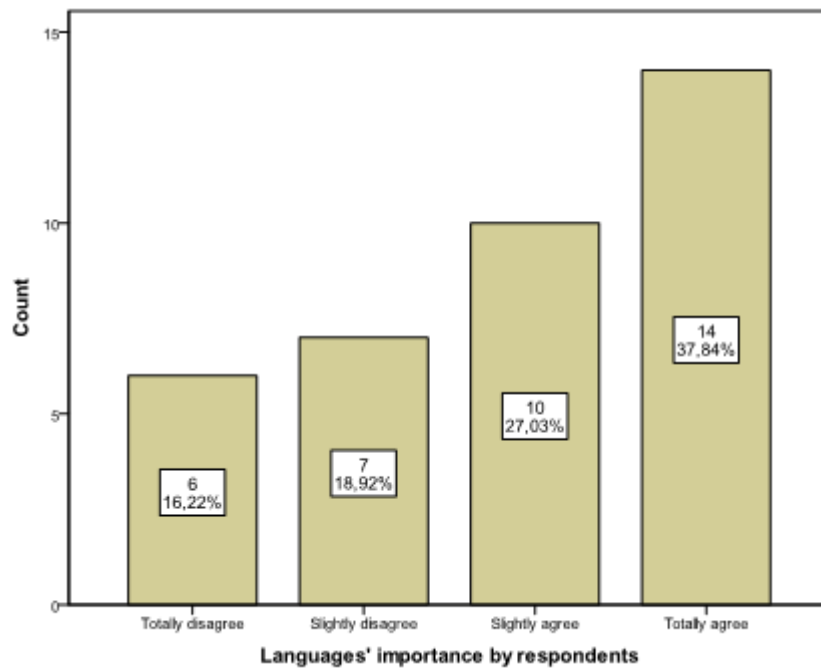


FIGURE 21. Languages' importance by the respondents

Competence

Actually, this question is indirect, as it is not asking just what decision the respondent will take, but defining if the decision of the respondent will create difficulties and a decrease in performance or not, i.e. if a person totally agreed with the statement “If I have misunderstood something during meeting or in my task description, I will manage with this by myself in order not to be considered as incompetent”, than quality level of the work the respondent will perform later can be quite low, and 8,11% of the respondents might be in such situation. 27,03% slightly agreed and these respondents also might potentially face problems. 40,54% of the respondents slightly disagreed, and 24,32% totally disagreed with the statement. (Figure 22.)

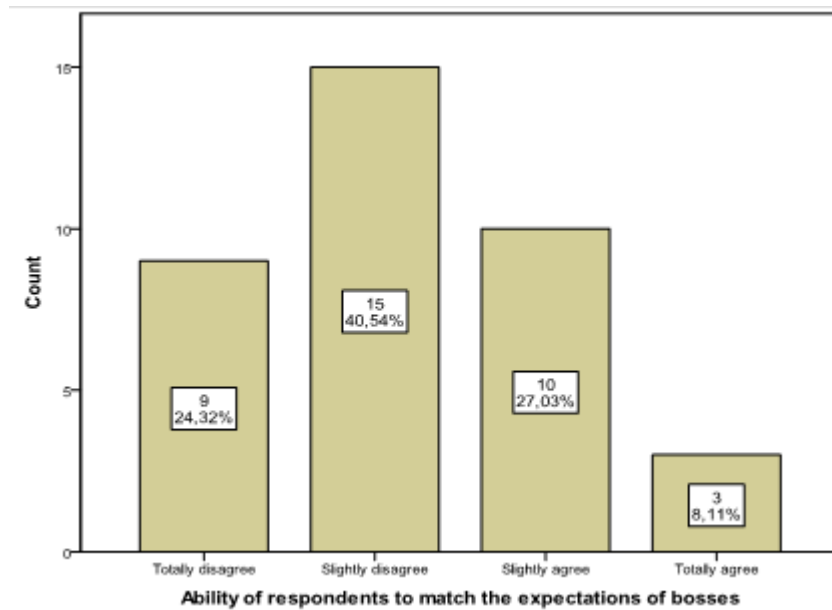


FIGURE 22. Ability of respondents to match the expectations of bosses

Tolerance

21,62% of the respondents considered that they could easily cope with interpersonal conflicts. 16,22% slightly agreed with the statement. 35,14% of the responses showed that the respondents slightly disagreed with the statement, while 27,03% totally disagreed with the statement. (Figure 23.)

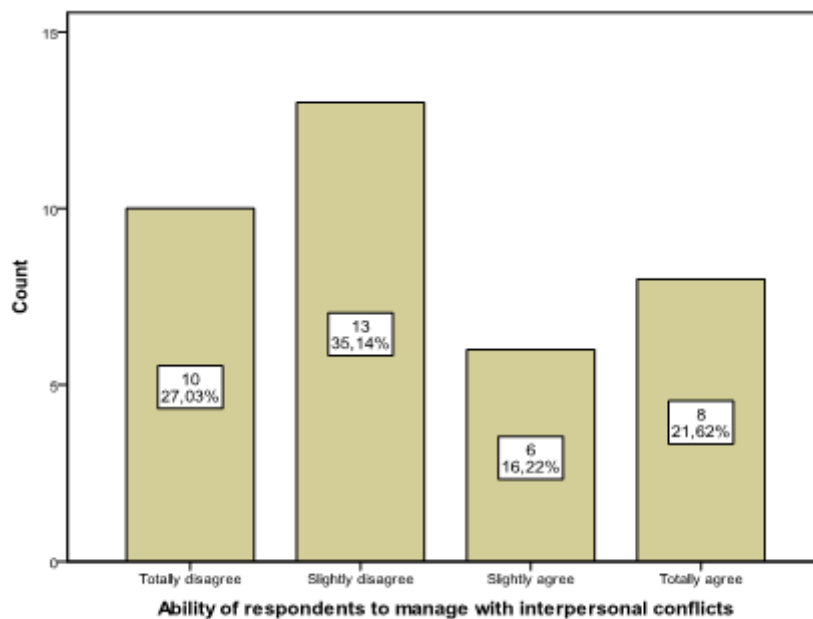


FIGURE 23. Ability of the respondents to manage with interpersonal conflicts

Comparison of the answers

In order to make the comparison of the answers (scaling 1-4) of the respondents regarding “Multicultural working environment”, the means of the answers are presented onwards. The availability of the respondents to work in the multicultural working environment is at a good level. At the same time, the mean of the awareness of the respondents about foreign cultures, which management style is supposed to be implemented, is practically 2,6, i.e. respondents are not well educated about the differences between the Japanese and Russian cultures. This fact should be taken into account by the management of the company, in order to prevent future problematic situations. By the way, respondents are well prepared to work in the intercultural sphere, as many had already had such an experience. Also, the majority of the respondents are able to manage interpersonal conflicts by themselves, and they are competent in terms of what is expected from them to be done.

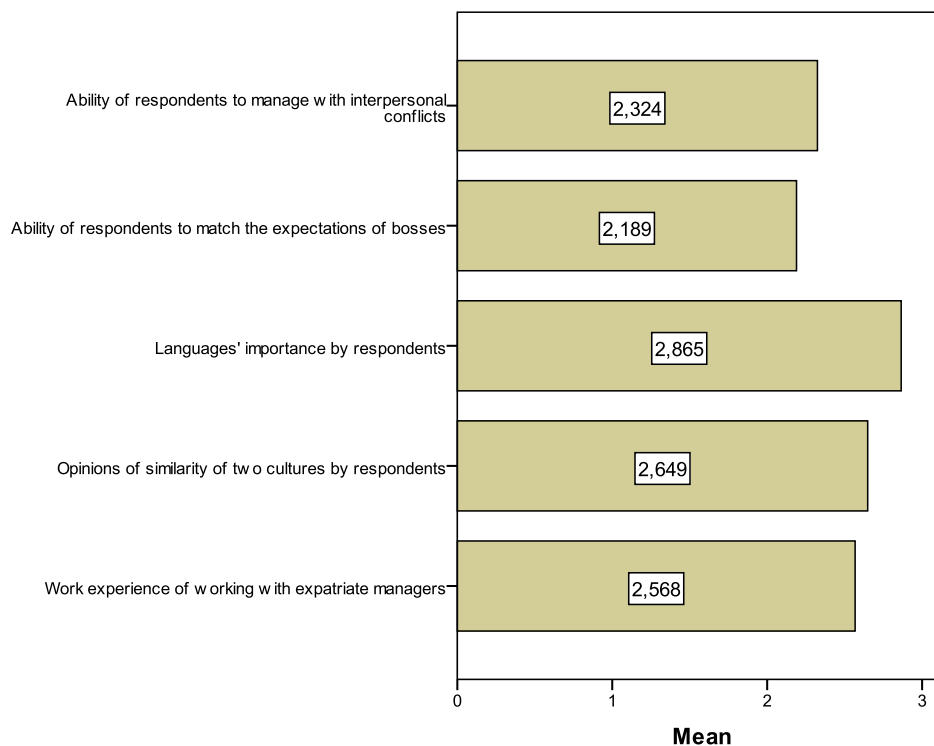


FIGURE 24. Means of the answers of “Multicultural working environment” section

5 DISCUSSION AND CONCLUSIONS

This chapter aims to present the interconnection between the theoretical framework and results of the present study. This part of the report also includes answers to the research questions, discussion about reliability and validity of the study, and recommendations for the further studies.

5.1 Answers to the research questions

1. What is the current situation with the management system in the target company by the respondents' view?

According to the results of the research, it is clear that almost the half of the respondents (20 out of 37 respondents) are more or less satisfied with the level of their salary, and they agree that this level fits their position in the company. The majority of the respondents more or less satisfied with the working conditions in Autobiography Company, which means that a great job has already been done by the management team, but there is still a need for further improvements. 14 respondents out of 37 responded that they were somehow familiar with the mission of the company, and other 5 respondents stated that they fully agreed with the mission, i.e. the respondents were motivated and devoted to the company. However, the responses concerning the possibility for the respondents to change their workplace for another one but with the same conditions show the “opposite side of the coin”. The half of respondents (19) slightly (15) or totally agreed (4) to accept such a proposal. This question was indirect and the main aim of it was to examine the real opinion of the respondents. The findings present that half of the respondents are somehow unsatisfied with the management/working conditions/co-workers/salary/etc. The company should take into account the fact that something in its activities is going wrong and try to improve this in a short time. Also, more than half of the respondents consider that the whole management system of the company should be developed.

The respondents are middle-level managers; this means that each of them has several (or many) subordinates. In one of the questions in the survey the respondents had to evaluate in general the efficiency of the work of the employees of their department. The results showed that 16 respondents considered the work of their subordinates as

“good”, and five respondents thought that the work of their employees could be granted as “very good”. The rest of the respondents evaluated the work of their employees as “satisfactory” (11) and “poor” (5).

To sum up, in general the respondents are complied with the management system of the Autobiography Company, but they do not deny the fact that the system requires developments and innovative features to be implemented.

2. Is the personnel ready for significant changes in the management style of the company?

The respondents are highly aware of many Japanese companies operating on the Russian market, for instance Mitsubishi Motors, Mazda Motors, Nikon, Subaru, Nissan, etc. Moreover, there are respondents who would like to work in some of these Japanese companies. On the one hand, if a person (respondent) is willing to work for Nissan (for instance), he or she should adjust to a different working environment from the one he or she worked in previously. Of course, the working environment of any Japanese company on the Russian territory will not be “strictly Japanese”, as when working on a foreign market companies should adapt themselves and their management systems to the host country’s traditions, behavior, etc. even at the “entering market” stage. At the same time, the foundations of the management style and system will be Japanese. On the other hand, assessing the responses on this question, it is clear that not all the respondents are satisfied with working for Autobiography Company, as only 15 respondents replied that they would not like to work for any of these Japanese companies. Once again, Autobiography’s executives should find out what is working not correctly in the management system of the company. One more finding is that 9 respondents replied that they have already been working for some Japanese companies; it seems that they were familiar with some Japanese managerial tools, and therefore adjusting to them in Autobiography will not be a problem for them.

One of the most famous features of the Japanese management system is “lifetime workplace”, i.e. a person starts to work in one company and continues to work in this company throughout all his/her life till retirement. In exchange to the person’s dedication a company provides bigger bonuses in different variations to the employee. This possibility is not compulsory, but optional. Surprisingly, the majority of the respon-

dents (22) replied that they are ready for such an opportunity, i.e. one more innovation is accepted beforehand.

The “5S” Japanese management system was met by the respondents with interest and knowing the content. The majority of the respondents agreed slightly or totally that this managerial tool could help the Autobiography to proceed with developments. The opinions about the delegation of duties were divided. A little bit more than a half of respondents acclaim the duties’ distribution, while others did not acclaim duties’ distribution among small groups of employees. All in all, the delegation of duties is not a big deal in terms of adapting more important processes of foreign culture.

Previous experience of multicultural communication is a great advantage for an employee when adjusting to new work surroundings. When an employee previously had had communication process with expatriate colleagues, he or she is conscious of the cultural differences between people in the business sphere and its’ possible influence on the outcome of mutual work. More than half of the respondents had had such experience in their lives. Unfortunately, more than 50 % of the respondents consider the Russian and Japanese cultures as similar ones.

Knowing international languages is considered by the majority of respondents (24) to be more important than knowing minor languages. This is the opinion of the respondents, but it is not always true, as a person who knows particular non-international language is much valuable in some cases. One question was about competence, and this question was indirect - If I have misunderstood something during meeting or in my task description, I will manage with this by myself in order not to be considered as incompetent. In this case, if the respondents slightly or totally agreed, actually, this kind of behavior is considered to be incompetent, as there are many differences between people and cultures, and a person cannot predict or think out every minor detail. It was nice to discover that 24 respondents disagreed with this statement. Tolerance is a crucial factor in the intercultural communication. Corresponding to the results, the majority of the respondents replied that they examined themselves as not able to be tolerant always. This fact might influence highly negative on multicultural communication, but at least the respondents were honest.

To conclude, the respondents are ready for changes in the management system of the company they work in. If the respondents are ready, the assumption is that the majori-

ty of the whole personnel of the company will also be ready for improvements. It does not mean that there will be no problems. The personnel will face up many challenges, innovations that are not clear for the first time, but they will be able to cope with all the difficulties and behave efficiently in a new work environment.

According to the answers on the research questions, the overall purpose of the study was achieved, as the preparedness of the personnel of the target company to adjust to a new work environment, and ability to overcome cultural issues were defined.

5.2 Reliability and validity of the study

Reliability is a concept concerning collecting data by the researcher which he or she can rely on while answering the research questions. The reliability can be violated if obtained data is dependent on “unpredictable circumstances”. Accordingly, the researcher should organize the questionnaire of his or her study in the way that any possible unpredictable circumstances will be avoided. (McKinnon 2008, 36.)

Therefore, the research findings can be regarded as reliable due to the fact that 37 respondents filled in the questionnaires, which is almost 70 % of the total amount of the potential respondents, so this kind of result is considered to be good in statistical studies. First, it is worth reminding that this was a case study, and the aim was not to generalize the findings, but to find out the results for the company (target company and target audience were defined by the researcher). Also, the questionnaire contained questions only with already prepared answers, which reduce the possibility of skipping the question by the respondents, but giving the response by choosing one of the options. In some cases, one of the answers to the question contained extra lines for specification of the response.

Validity is a concept concerning defining if the researcher studies the things that he or she stated in the research questions. The validity can be violated if the researcher studied much more or much less than it is intended to be studied. (McKinnon 2008, 36.)

The present study can be considered as valid as the research questions, overall purpose of the study, and theoretical framework are closely interrelated to each other. Many aspects, which were introduced in the theoretical framework, were covered and con-

firmed in the empirical part of the report. The outcome of the study is that after the research is done the employer (target company) is able to get familiar with the present study and make a decision concerning the issues that were raised in the overall purpose of the research.

5.3 Recommendations on the further studies

Based on the findings, I have found out some topics for further studies. It can be interesting for those people, who specialize in human resource management. Possible attractive areas for future studies are:

- defining HRM strategies and processes of the Japanese culture, which can be successfully implemented in Autobiography Company;
- specially created training programs aiming at fast and easy adaptation to culturally different work environment;
- motivational tools for personnel for accepting changes in the management system;
- developing of effective organizational structure with Japanese approaches for the Russian company;
- applying Japanese management approaches in other departments of the company;
- increase of the competitiveness of the company after the adaptation and implementation of foreign processes, strategies, etc.

These topics might be studied in order to get a deeper understanding of the influence and outcome of implementation of foreign strategies and processes in the Russian company.

6 CONCLUDING REMARKS

The thesis process was started by me at the end of May 2011 and lasted till the beginning of November. The most intensive period was from the mid September till the beginning of November. That period was demanding and exciting at the same time as there were many things to be done, I did not know what to start with, but the deadlines were becoming closer and closer, and I had to continue the process.

Starting the thesis process at the end of May 2011, I had just basic knowledge concerning human resource management, which was gained on the HRM course during my second study year. While creating the theoretical framework of the report, I was able to study many sources containing different aspects of HRM, and this has helped me to deepen my knowledge. Now, I am more concerned about modern HRM strategies, processes, tactics, cultural dimensions, cultural influence, cultural differences, adaptation and implementation foreign HRM systems and styles, and I feel myself more confident in various discussions regarding these topics.

Actually for me, in the whole research process the most challenging, but interesting stage was the data analysis and interpretation. The first difficulty which I met was usage of SPSS program. I have used it several times during the classes of statistical methods, but I have never put much effort to study how it works in reality. Here I was not able to manage by myself, and I had to ask the teacher of statistical methods (Mauno Keto) several times for some pieces of advice, and, fortunately, he helped me with everything I was asking. The next challenge was to force myself to sit down several days in a row in order to complete the analysis process, and then several days more to complete the data interpretation process.

In the target company, I was surprised when I got the questionnaire back and investigated after sometime that nobody from the respondents skipped the questions, but everybody answered them as fast as he or she could. This was an extraordinary situation, because in most cases Russian people do not want to waste their time answering questionnaires of students writing thesis.

After completing all the stages of the present study, I had determined a few things that can be done differently. For instance, I would increase the amount of questions in the fourth part of the questionnaire, and make the questions more specific, in order to get more accurate values of the answers of the respondents. As well, if I had more time, I would try to examine not only middle-level managers, but all managers of the company, in order to examine the current situation in the company at all levels.

All in all, I had managed with all the issues I faced up during the thesis process. I think that this was a great experience for me as a researcher, and I hope that the results of my study will help the employer (target company) to increase its efficiency.

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APPENDICES

Appendix 1 Questionnaire for middle-level managers of Autobiography Company

Hello!

This questionnaire was prepared by the student Nataliia Bagriantceva from the Mikeli University of Applied Sciences in order to collect relevant information and carry out the research about current management system in the Autobiography Company for further improvement in efficiency and motivation of the personnel. All the collected data is anonymous. The questionnaire is suggested for middle-level managers of the Autobiography Company and takes less than 10 minutes!

Thank you for cooperation!

I. BACKGROUND INFORMATION

1) Gender

- Male
- Female

2) Age

- 18-23
- 24-30
- 31-35
- 36-40
- Over 40

3) Marital status

- Married
- Single
- Divorced
- In the relationships

4) Education

- Secondary education
- Higher education
- Postgraduate studies
- Doctoral candidacy

5) Department that you work in:

- Service department
- Accounting department
- IT department
- HRM department
- Trade-In department
- Brand Management department
- Other, please specify _____

6) How long have you been working in the Autobiography Company?

- < 1 year
- 1 – 3 years
- 4 – 5 years

II. WORKING IN AUTOBIOGRAPHY COMPANY

Please answer this part of questionnaire by rating the following statements by **choosing only one appropriate number**, where **1= Totally disagree, 2 = Slightly disagree, 3 = Slightly agree, 4 = Totally agree**, which best corresponds with your own opinion.

7) Salary matches your position in the company.

1	2	3	4
---	---	---	---

8) Working conditions in Autobiography Company contribute improvements in the quality of work and encourages the motivation of the personnel.

1	2	3	4
---	---	---	---

9) I am familiar with the mission of the Autobiography Company.

1	2	3	4
---	---	---	---

10) I am ready to change my workplace in Autobiography Company for a place in the rival company, but with the same working conditions and wage.

1	2	3	4
---	---	---	---

11) I would like to make more serious decisions for the company that will have an influence on further performance of the Autobiography Company.

1	2	3	4
---	---	---	---

12) There is a need for changes in management system in order to improve Autobiography's performance and increase motivation of employees?

1	2	3	4
----------	----------	----------	----------

13) In general, how would you assess the work of the employees of your department?

<i>Poor</i>	<i>Satisfactory</i>	<i>Good</i>	<i>Very good</i>
1	2	3	4

III. EXPERIENCES OF OTHER COMPANIES

14) Do you know any of the companies listed below? (you can choose several options)

- Konika
- Sony
- Mitsubishi Motors Corporation
- Honda
- Nissan
- Toyota
- Fujitsu
- Matsushita
- Oki Electric
- Kubota
- Casio
- Nikon
- Seiko-Epson
- Canon
- Yamaha
- Shiseido
- Sony Playstation
- Subaru
- Aiwa
- Komatsu
- Sharp
- Mazda Motor
- Olympus
- Suzuki
- Toshiba Corporation
- Pioneer Corporation

15) Would you like to work in any of the companies listed below? (you can choose several options)

- Konika
- Sony
- Mitsubishi Motors Corporation
- Honda
- Nissan
- Toyota
- Fujitsu

- Matsushita
- Oki Electric
- Kubota
- Casio
- Nikon
- Seiko-Epson
- Canon
- Yamaha
- Shiseido
- Sony Playstation
- Subaru
- Aiwa
- Komatsu
- Sharp
- Mazda Motor
- Olympus
- Suzuki
- Toshiba Corporation
- Pioneer Corporation
- No

16) Have you ever worked in any of the companies listed in the question # 14?

- Yes (please, specify: where, when and how long)
-

- No

17) If you had marked any of the companies in the question # 15, please specify the reasons for your choice? (you can choose several options)

- Social benefits
- High wage
- Office is not far from home
- Possibility for career building
- Extra bonuses from the company
- Friendly and helpful co-workers
- Other, please specify _____

18) How often would you propose trainings, seminars, cross-training for personnel to be taken?

- Once a month
- Once in 4 months
- Once in 6 months
- Once a year

Please answer this part of questionnaire by rating the following statements by **choosing only one appropriate number**, where **1= Totally disagree**, **2 = Slightly disagree**, **3 = Slightly agree**, **4 = Totally agree**, which best corresponds with your own opinion.

- 19) I am ready to work in “X” company for a long time (10 years or more) for getting better benefits (insurance, financing, health services, etc.)

1	2	3	4
---	---	---	---

- 20) There is a “5S” managerial system, which includes Sort, Set In Order, Shine, Standardize, and Sustain for better working conditions. How would you agree/disagree with this statement?

1	2	3	4
---	---	---	---

- 21) Do you acclaim distribution of duties (delegation) within small groups of 3-5 persons?

1	2	3	4
---	---	---	---

IV. MULTICULTURAL WORKING ENVIRONMENT

Please answer this part of questionnaire by rating the following statements by **choosing only one appropriate number**, where 1= **Totally disagree**, 2 = **Slightly disagree**, 3 = **Slightly agree**, 4 = **Totally agree**, which best corresponds with your own opinion.

- 22) I have had an experience of working with expatriate colleagues.

1	2	3	4
---	---	---	---

- 23) Russian and Japanese cultures are very similar.

1	2	3	4
---	---	---	---

- 24) It is better to study international languages like English and German than spend time languages that are used in only in particular regions of the world.

1	2	3	4
---	---	---	---

- 25) If I have misunderstood something during meeting or in my task description, I will manage with this by myself in order not to be considered as incompetent.

1	2	3	4
---	---	---	---

- 26) I am tolerant to co-workers even if I do not like someone for a particular reason, and my attitude to this person does not influence on the efficiency of our mutual work.

1	2	3	4
---	---	---	---

Thank you for participating in the survey!

Appendix 2 Анкета для менеджеров среднего звена «Автобиографии»

Здравствуйте!

Данная анкета была составлена студенткой Университета Прикладных Наук г. Миккели Багрянцевой Наталией, с целью сбора информации и проведения исследования нынешней системы управления в компании «Автобиография» для улучшения производительности и повышения мотивации персонала. Вся предоставленная Вами информация будет использована только в исследовательских целях. Анкета предназначена для менеджеров среднего звена, и заполнение займёт у Вас менее 10 минут!

Спасибо за сотрудничество!

V. ОБЩАЯ ИНФОРМАЦИЯ**1) Ваш пол**

- Мужской
- Женский

2) Ваш возраст

- 18-23
- 24-30
- 31-35
- 36-40
- >41

3) Семейное положение

- Женат/замужем
- Не женат/ не замужем
- Разведен
- В отношениях

4) Образование

- Среднее образование
- Высшее образование
- Аспирант
- Доктор наук

5) Род занятий в компании

- Сервисно-техническое обслуживание
- Бухгалтерия
- IT отдел
- Отдел кадров
- Trade-In
- Бренд-менеджмент
- Другое: _____

6) Как давно Вы работаете в «Автобиографии»?

- < 1 года
- 1 – 3 года
- 4 – 5 лет

VI. РАБОТА В АВТОБИОГРАФИИ

В этой части опроса, пожалуйста, выберите только один вариант ответа - номер, который соответствует Вашему мнению, где 1 = не согласен, 2 = частично не согласен, 3 = частично согласен, 4 = полностью согласен.

7) Считаете ли Вы адекватным уровень заработной платы в соотношении с занимаемой Вами должностью?

1	2	3	4
---	---	---	---

8) Условия труда в «Автобиографии» способствуют улучшению качества работы и укрепляют мотивацию персонала.

1	2	3	4
---	---	---	---

9) Мне близка миссия «Автобиографии».

1	2	3	4
---	---	---	---

10) Я готов(а) уйти работать в другую фирму (конкурент Автобиографии), если мне предложат такую же заработную плату и условия труда, что я имею сейчас.

1	2	3	4
---	---	---	---

11) Я хотел(а) бы принимать больше серьезных решений, которые будут иметь влияние на дальнейшую деятельность Автобиографии.

1	2	3	4
---	---	---	---

12) В Автобиографии необходимы изменения в системе управления для улучшения производительности компании и повышения уровня мотивации персонала.

1	2	3	4
---	---	---	---

13) Как вы считаете, насколько хорошо/плохо сотрудники Вашего отдела выполняют свои обязанности?

Плохо	Удовлетворительно	Хорошо	Отлично
1	2	3	4

VII. ОПЫТ РАБОТЫ В ДРУГИХ КОМПАНИЯХ

14) Знаете ли Вы какие-нибудь из перечисленных компаний? (возможно несколько вариантов ответа)

- Konika
- Sony
- Mitsubishi Motors Corporation
- Honda
- Nissan
- Toyota
- Fujitsu
- Matsushita
- Oki Electric
- Kubota
- Casio
- Nikon
- Seiko-Epson
- Canon
- Yamaha
- Shiseido
- Sony Playstation
- Subaru
- Aiwa
- Komatsu
- Sharp
- Mazda Motor
- Olympus
- Suzuki
- Toshiba Corporation
- Pioneer Corporation

15) Хотели бы Вы работать в какой-нибудь из этих компаний? (возможно несколько вариантов ответа)

- Konika
- Sony
- Mitsubishi Motors Corporation
- Honda
- Nissan
- Toyota
- Fujitsu
- Matsushita

- Oki Electric
- Kubota
- Casio
- Nikon
- Seiko-Epson
- Canon
- Yamaha
- Shiseido
- Sony Playstation
- Subaru
- Aiwa
- Komatsu
- Sharp
- Mazda Motor
- Olympus
- Suzuki
- Toshiba Corporation
- Pioneer Corporation
- Нет

16) Работали ли Вы в каких-нибудь компаниях, перечисленных в вопросе № 14?

- Да (пожалуйста, укажите где, когда и как долго)

- Нет

17) Если Вы выбрали какие-либо компании в вопрос № 14, назовите, пожалуйста, причины по которым Вам бы хотелось там работать? (возможно несколько вариантов ответа)

- Социальный пакет
- Высокая заработная плата
- Офис находится недалеко от дома
- Возможность карьерного роста
- Дополнительные бонусы от компании
- Дружный коллектив
- Другое: _____

18) Как Вы считаете, как часто следует проводить тренинги для персонала, перекрёстное обучение, курсы?

- 1 раз в месяц
- 1 раз в 4 месяца
- 1 раз в 6 месяцев
- 1 раз в год

*В этой части опроса, пожалуйста, выберите **только один вариант ответа** - номер, который соответствует Вашему мнению, где 1 = не согласен, 2 = частично не согласен, 3 = частично согласен, 4 = полностью согласен.*

- 19) Я готов(а) работать в одной компании на протяжении долгого времени (10 лет или более) для получения больших бонусов (страхование, кредитование, здравоохранение и т.д.)?

1	2	3	4
---	---	---	---

- 20) Существует система управления «5-С», которая включает в себя Сэйри-порядок; Сэйтон-организованность; Сэйсо-уборка; Сэйкэцу-чистота; Сицукэ-дисциплина для создания условий для продуктивной работы. Насколько Вы согласны/не согласны с этим утверждением?

1	2	3	4
---	---	---	---

- 21) Приветствуете ли Вы разделение (делегирование) полномочий в малых группах (3-5 человек)?

1	2	3	4
---	---	---	---

VIII. МЕЖДУНАРОДНАЯ РАБОЧАЯ СРЕДА

В этой части опроса, пожалуйста, выберите только один вариант ответа - номер, который соответствует Вашему мнению, где 1 = не согласен, 2 = частично не согласен, 3 = частично согласен, 4 = полностью согласен.

- 22) У меня есть опыт работы с иностранными коллегами.

1	2	3	4
---	---	---	---

- 23) Русская и японская культуры очень похожи.

1	2	3	4
---	---	---	---

- 24) Лучше изучать международные языки, такие как английский и немецкий, нежели тратить время на другие языки, которые используются только в отдельных регионах.

1	2	3	4
---	---	---	---

- 25) Если я что-то не понял на встрече или в описании проекта, который необходимо выполнить, я не буду переспрашивать или уточнять детали, чтобы не показаться некомпетентным.

1	2	3	4
---	---	---	---

- 26) Я толерантно отношусь к своим коллегам, даже если кто-то из них мне не нравится. Моё субъективное отношение к кому-либо из коллег не влияет на продуктивность совместной работы.

1	2	3	4
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Спасибо за участие в опросе!

Appendix 3 Frequencies of the answers

TABLE 1. Age groups of the respondents

Age group of respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-23 years	5	13,5	13,5	13,5
	24-30 years	11	29,7	29,7	43,2
	31-35 years	12	32,4	32,4	75,7
	36-40 years	4	10,8	10,8	86,5
	Over 40 years	5	13,5	13,5	100,0
	Total	37	100,0	100,0	

TABLE 2. Marital status of the respondents

Marital status of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	20	54,1	54,1	54,1
	Single	7	18,9	18,9	73,0
	Divorced	3	8,1	8,1	81,1
	In the relationships	7	18,9	18,9	100,0
	Total	37	100,0	100,0	

TABLE 3. Positions of the respondents in the company

Positions of respondents in the company					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Service department	6	16,2	16,2	16,2
	Accounting department	5	13,5	13,5	29,7
	IT department	4	10,8	10,8	40,5
	HRM department	4	10,8	10,8	51,4
	Trade-In department	5	13,5	13,5	64,9
	Brand Management department	2	5,4	5,4	70,3
	Other	11	29,7	29,7	100,0
	Total	37	100,0	100,0	

TABLE 4. Duration of work of the respondents in the company

Duration of work of respondents in the company					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	7	18,9	18,9	18,9
	1-3 years	16	43,2	43,2	62,2
	4-5 years	14	37,8	37,8	100,0
	Total	37	100,0	100,0	

TABLE 5. Salary satisfaction of the respondents

Salary satisfaction of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	7	18,9	18,9	18,9
	Slightly disagree	10	27,0	27,0	45,9
	Slightly agree	16	43,2	43,2	89,2
	Totally agree	4	10,8	10,8	100,0
	Total	37	100,0	100,0	

TABLE 6. Working condition satisfaction of the respondents

Working conditions satisfaction of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	11	29,7	29,7	29,7
	Slightly disagree	10	27,0	27,0	56,8
	Slightly agree	14	37,8	37,8	94,6
	Totally agree	2	5,4	5,4	100,0
	Total	37	100,0	100,0	

TABLE 7. Familiarity with the mission of the company by the respondents

Familiarity with the mission of the company by respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	10	27,0	27,0	27,0
	Slightly disagree	8	21,6	21,6	48,6
	Slightly agree	14	37,8	37,8	86,5
	Totally agree	5	13,5	13,5	100,0
	Total	37	100,0	100,0	

TABLE 8. Readiness of the respondents to change the workplace

Readiness of respondents to change the work place					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	5	13,5	13,5	13,5
	Slightly disagree	13	35,1	35,1	48,6
	Slightly agree	15	40,5	40,5	89,2
	Totally agree	4	10,8	10,8	100,0
	Total	37	100,0	100,0	

TABLE 9. Aspiration of the respondents to have much responsibility

Aspiration of respondents to have much responsibility					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	5	13,5	13,5	13,5
	Slightly disagree	15	40,5	40,5	54,1
	Slightly agree	14	37,8	37,8	91,9
	Totally agree	3	8,1	8,1	100,0
	Total	37	100,0	100,0	

TABLE 10. Improvements in the management system of the company are needed

Improvements in management system of the company are needed					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	9	24,3	24,3	24,3
	Slightly disagree	7	18,9	18,9	43,2
	Slightly agree	11	29,7	29,7	73,0
	Totally agree	10	27,0	27,0	100,0
	Total	37	100,0	100,0	

TABLE 11. Evaluation of the work of the personnel by the respondents

Evaluation of work of personnel by respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	5	13,5	13,5	13,5
	Satisfactory	11	29,7	29,7	43,2
	Good	16	43,2	43,2	86,5
	Very good	5	13,5	13,5	100,0
	Total	37	100,0	100,0	

TABLE 12. Frequency of the trainings for the personnel

Frequency of trainings for personnel					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once a month	9	24,3	24,3	24,3
	Once in 4 months	10	27,0	27,0	51,4
	Once in 6 months	15	40,5	40,5	91,9
	Once a year	3	8,1	8,1	100,0
	Total	37	100,0	100,0	

TABLE 13. Awareness of the Japanese companies by the respondents

Foreign companies			
		Responses	
		N	Percent of respondents
Awareness of other companies	Respondent is aware of Konika	12	32,4%
	Respondent is aware of Sony	1	2,7%
	Respondent is aware of Mitsubishi Motors Corporation	35	94,6%
	Respondent is aware of Honda	34	91,9%
	Respondent is aware of Nissan	34	91,9%
	Respondent is aware of Toyota	35	94,6%
	Respondent is aware of Fujitsu	11	29,7%
	Respondent is aware of Matsushita	1	2,7%
	Respondent is aware of Oki Electric	3	8,1%
	Respondent is aware of Kubota	2	5,4%
	Respondent is aware of Casio	11	29,7%
	Respondent is aware of Nikon	28	75,7%
	Respondent is aware of Seiko-Epson	21	56,8%
	Respondent is aware of Canon	15	40,5%
	Respondent is aware of Yamaha	18	48,6%
	Respondent is aware of Shiseido	6	16,2%
	Respondent is aware of Sony Playstation	21	56,8%
	Respondent is aware of Subaru	34	91,9%
	Respondent is aware of Aiwa	10	27,0%
	Respondent is aware of Komatsu	5	13,5%
	Respondent is aware of Sharp	18	48,6%
	Respondent is aware of Mazda Motors	34	91,9%
	Respondent is aware of Olympus	15	40,5%
	Respondent is aware of Suzuki	35	94,6%
	Respondent is aware of Toshiba Corporation	18	48,6%
	Respondent is aware of Pioneer Corporation	11	29,7%

TABLE 14. Desire to work for a Japanese company

Work in foreign companies		
Desire to work for a Japanese company	Responses	
	N	Percent of respondents
Respondent would like to work for Sony	1	2,7%
Respondent would like to work for Mitsubishi Motors Corporation	5	13,5%
Respondent would like to work for Honda	2	5,4%
Respondent would like to work for Nissan	4	10,8%
Respondent would like to work for Toyota	5	13,5%
Respondent would like to work for Casio	1	2,7%
Respondent would like to work for Nikon	2	5,4%
Respondent would like to work for Yamaha	2	5,4%
Respondent would like to work for Shiseido	1	2,7%
Respondent would like to work for Subaru	2	5,4%
Respondent would like to work for Mazda Motors	2	5,4%
Respondent would like to work for Suzuki	3	8,1%
Respondent would like to work for Toshiba Corporation	2	5,4%
Respondent would not like to work for any company	15	40,5%

TABLE 15. Working in a company for receiving bigger benefits

Working in one company for receiving bigger benefits					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	10	27,0	27,0	27,0
	Slightly disagree	5	13,5	13,5	40,5
	Slightly agree	15	40,5	40,5	81,1
	Totally agree	7	18,9	18,9	100,0
	Total	37	100,0	100,0	

TABLE 16. Reasons for working in a Japanese company

Reasons			
		Responses	
		N	Percent of respondents
Reasons for working in Japanese company	Respondent likes foreign company because of social benefits	1	4,8%
	Respondent likes foreign company because of high wage	15	71,4%
	Respondent likes foreign company because office of the company is near	9	42,9%
	Respondent likes foreign company because of career building possibility	10	47,6%
	Respondent likes foreign company because of extra bonuses	7	33,3%
	Respondent likes foreign company because of friendly personnel	6	28,6%
	Respondent likes foreign company because of some other reason	2	9,5%

TABLE 17. Considering the 5S system as a tool for the improvement

Considering 5S system as tool for improvement					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	6	16,2	16,2	16,2
	Slightly disagree	9	24,3	24,3	40,5
	Slightly agree	15	40,5	40,5	81,1
	Totally agree	7	18,9	18,9	100,0
	Total	37	100,0	100,0	

TABLE 18. Acclaiming distribution of duties by the respondents

Acclaiming distribution of duties by respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	4	10,8	10,8	10,8
	Slightly disagree	13	35,1	35,1	45,9
	Slightly agree	13	35,1	35,1	81,1
	Totally agree	7	18,9	18,9	100,0
	Total	37	100,0	100,0	

TABLE 19. Experience of working with the expatriate colleagues

Work experience of working with expatriate managers					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	7	18,9	18,9	18,9
	Slightly disagree	10	27,0	27,0	45,9
	Slightly agree	12	32,4	32,4	78,4
	Totally agree	8	21,6	21,6	100,0
	Total	37	100,0	100,0	

TABLE 20. Opinions on the similarity of the two cultures

Opinions of similarity of two cultures by respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	6	16,2	16,2	16,2
	Slightly disagree	11	29,7	29,7	45,9
	Slightly agree	10	27,0	27,0	73,0
	Totally agree	10	27,0	27,0	100,0
	Total	37	100,0	100,0	

TABLE 21. Languages' importance by the respondents

Languages' importance by respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	6	16,2	16,2	16,2
	Slightly disagree	7	18,9	18,9	35,1
	Slightly agree	10	27,0	27,0	62,2
	Totally agree	14	37,8	37,8	100,0
	Total	37	100,0	100,0	

TABLE 22. Ability of the respondents to match the expectations of bosses

Ability of respondents to match the expectations of bosses					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	9	24,3	24,3	24,3
	Slightly disagree	15	40,5	40,5	64,9
	Slightly agree	10	27,0	27,0	91,9
	Totally agree	3	8,1	8,1	100,0
	Total	37	100,0	100,0	

TABLE 23. Ability of the respondents to manage with the interpersonal conflicts

Ability of respondents to manage with interpersonal conflicts					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	10	27,0	27,0	27,0
	Slightly disagree	13	35,1	35,1	62,2
	Slightly agree	6	16,2	16,2	78,4
	Totally agree	8	21,6	21,6	100,0
	Total	37	100,0	100,0	

Appendix 4 Means of the answers

Table 24. Means of the answers of “Working in Autobiography Company” section

<i>Question</i>	<i>Mean</i>
Salary satisfaction	2,4
Working conditions	2,1
Familiarity with mission	2,3
Workplace change	2,4
Responsibility	2,4
Management system improvements	2,5
Performance assessment	2,5

Table 25. Means of the answers of “Experiences of other companies” section

<i>Question</i>	<i>Mean</i>
Duties’ distribution	2,5
5S system	2,6
Extended workplace	2,6

Table 26. Means of the answers of “Multicultural working environment” section

<i>Question</i>	<i>Mean</i>
Foreign communication experience	2,5
Two cultures	2,6
Knowledge of languages	2,8
Competence	2,1
Tolerance	2,3